

Dimensions

The cover features a composite image. In the foreground, the head of a bald eagle is shown in profile, facing left. Behind the eagle, a U.S. Army soldier in camouflage uniform and a beret is saluting. Several U.S. Navy fighter jets are flying in the background against a backdrop of the American flag's stars and stripes.

Defense Logistics Agency

Summer 2004

Inside this Issue:

**DESC Stands up
New Mission in Iraq**

**DDC Opens Depot
In Italy**

★★★ From the Director

During May, the World War II memorial was officially dedicated in Washington, DC, in a ceremony which recognized the valor and sacrifice made by American troops more than sixty years ago. Although many of the veterans of that war are no longer with us, their legacy of courage, honor, and duty are visible in today's warfighters deployed throughout the world. These men and women depend on the support that we in the Defense Logistics Agency (DLA) are proud and honored to provide.

As the face of modern warfare has changed so has the way that America's Armed Forces respond. To make certain our Soldiers, Sailors, Airmen, and Marines are the best equipped and the best maintained, DLA has adapted to the ever changing scenario of global logistics support.

DLA has partnered with the U.S. Transportation Command (USTRANSCOM) to combine the power of DLA's supply chain integration with USTRANSCOM's extensive transportation capabilities to deliver forces and materiel whenever and wherever needed. This collaborative effort, established to meet new requirements, will ensure the successful completion of our DOD mission.

DLA personnel are also shifting and refocusing to meet evolving mission requirements. The head of the DLA Reserve Mobilization Office is serving for 6 months as the Director of the U.S. Central Command's Deployment and Distribution Operation Center in Kuwait. The center exists to link strategic deployment and distribution processes to operational and tactical functions in support of the warfighter.

The Defense Energy Support Center (DESC) was tasked to provide expertise and support to the Task Force-Restore Iraqi Oil mission. DESC now heads the mission to procure and import fuel to distribution centers throughout Iraq, an entirely new business area for the center.



The Defense Distribution Center activated a new depot in Sigonella, Italy, (DDSI) bringing the total number of distribution depots to 23. DDSI will be providing critical distribution support throughout the Mediterranean region.

The DLA workforce continues to meet new challenges in providing support to the 21st century warfighter, and while we look to the future, we remember the spirit and courage of the men and women deployed around the globe and redouble our efforts to ensure their success. ♦

KEITH W. LIPPERT
Vice Admiral, SC, USN
Director

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Defense Logistics Agency

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Herculean Efforts Keep Troops Supplied

By Christine Born
DLA Public Affairs

Over one year ago, the United States commenced military operations in Iraq, and while the operation continues today, each dawning day presents new logistical challenges. The processes of preparing for and fighting a war continue to evolve. One of the by-products of this evolution is the partnership developed between the Defense Logistics Agency and U.S. Transportation Command.

The rotation of forces for Operation Iraqi Freedom and Operation Enduring Freedom has become the largest such military operation since World War II. It has been likened to performing two D-Day invasions in two different directions – Iraq and Afghanistan. Moving troops and their supplies 10,000 miles away has made the partnership between the two agencies all the more important in support to the warfighter.

“No one agency can go it alone in support of our great men and women who are on point for our nation,” said Maj. Gen. Daniel Mongeon, DLA director of logistics operations (J-3). “The USTRANSCOM-DLA partnership brings together complementary capabilities and skills essential to effectively and efficiently supporting our military services.”

The partnership between the two agencies has facilitated the synchronization of force deployment and the supply chain integration to support combat operations.

“The power of this partnership with DLA combines DLA’s supply chain integration with USTRANSCOM’s awesome capabilities to deliver forces and materiel



Maj. Gen. Daniel Mongeon, DLA director of Logistics Operations, responds to a question at the DLA-USTRANSCOM press conference. (Photo by Marcia Klein)

around the globe,” said Maj. Gen. Robert Dail, director of operations for USTRANSCOM.

“At the beginning of Operation Iraqi Freedom, DLA’s stocks were initially enough to support the operation,” Mongeon said. “But, as the character of the operation changed and additional requirements moved in, we responded to that by increasing our contracts for a variety of item requests, and we met those challenges,” he said.

Mongeon praised the collaborative efforts between the two agencies. “The integrated process now goes down to the tactical level, a goal reached by leveraging the deployment and distribution capability that now exists in theater,” he said.

“The collaboration effort has resulted in providing pure pallets,” Mongeon said. “Repair parts are ordered, palletized and RFID – or radio frequency identification – tags go on them. The pallets then go through the pipeline, go into theater and flow directly down to the unit. The flow is a unified and seamless process.” Pure pallets contain only freight for a specific customer and do not need to move in a circuitous route or be packed and repacked for the delivery of goods for another customer.

Comparisons to Operation Desert Storm are inevitable, but the two operations are separated not only by 12 years, but also by numerous advancements and improvements in logistics. One advance occurred with the advent and subsequent use of RFID tags. RFID technology uses low-level radio frequencies to transmit data about a tagged item or container to a “reader” or “interrogator” that can provide that information through automatic data collection to all points along the supply chain. The tags have a discrete memory capacity that varies from the ability to carry only a small unique identifier to the capacity for holding thousands of records. With additional data, the tag may support applications that need item-specific information. For example, food container tags could provide information about temperature fluctuations en route.

Mongeon said that the use of RFID tags is the most significant improvement in logistics since Desert Storm, giving soldiers the ability to track items flowing forward. “As the troops move, they have the confidence that they know their supplies will link up with them so they don’t outpace their sustainment,” he said.

U.S. Central Command’s newly formed Deployment and Distribution Operation Center in Kuwait demonstrates another way logistics is transforming. Army Brig. Gen. John C. Levasseur, director of the DLA Reserve Mobilization Office, has replaced Brig. Gen. Brad Baker, Air Mobility Command, as the director of the CDDOC. The center was officially stood up Jan. 2, and deployed Jan. 16. Its mission in Kuwait is to link strategic deployment and distribution processes to operational and tactical functions in support of the warfighter. The CDDOC is one of several distribution process owner initiatives designed to improve end-to-end distribution within the Department of Defense. USTRANSCOM was designated as the distribution process owner last year.

“Logistics is transforming as we speak,” Dail said. “What you’ve seen in the last 90 days underscores that this transformation is moving at a rapid pace. We are literally building the bridge to the future while we are



Maj. Gen. Robert Dail, director of Operations for USTRANSCOM

walking on it.”

As DoD continues to transform logistics, DLA and TRANSCOM will be ready, the generals agreed. “We will continue to evolve to meet those requirements,” Mongeon said. “Transformation is a moving target. We have to continue to improve and be more effective, and a big step in that direction is this partnership.”

DLA, headquartered at Fort Belvoir, Va., is DoD’s logistics combat support agency. DLA is the source for nearly every consumable item, whether for combat readiness, emergency preparedness or day-to-day operations for DoD.

The Army, Navy, Marines, Air Force and Coast Guard rely on DLA to provide an extensive variety of items, including food, fuel, medical supplies, clothing, construction and barrier materiel, and more than 90 percent of weapon systems repair parts, in times of both peace and war.

USTRANSCOM, headquartered at Scott Air Force Base, Ill., was established in 1987 and is one of nine U.S. unified commands. As the single manager of America’s global defense transportation system, USTRANSCOM is tasked with the coordination of people and transportation assets to let the United States project and sustain forces, whenever, wherever, and for as long as they are needed. ♦

Levasseur is New Director for the CENTCOM DDOC

By Jim Katzaman and Joy Kress
DLA Public Affairs

“Logistics in the making” is how the general in charge of U.S. Central Command’s newly formed Deployment and Distribution Operation Center describes the way the joint operation is taking shape in Kuwait.

Army Brig. Gen. John C. Levasseur, director of the Defense Logistics Agency Reserve Mobilization Office (J-92), has been tapped to replace Brig. Gen. Brad Baker, Air Mobility Command, as the director of the CDDOC. The center was officially stood up Jan. 2, and deployed Jan. 16. Its mission in Kuwait is to link strategic deployment and distribution processes to operational and tactical functions in support of the warfighter. The CDDOC is one of several distribution process owner initiatives designed to improve end-to-end distribution within the Department of Defense. U.S. Transportation Command was designated as the distribution process owner last year.

Levasseur left for Kuwait in late February to direct the center’s operations for six months, the second leader of the unit that he says will work with CENTCOM in “trying to set up the right team for CENTCOM’s specific needs.”

The general described CDDOC as a completely “purple” operation, the merging of all the colors of the military services. Levasseur said he does not wear a “DLA hat” in the office, just as the rest of his work force is composed of people who do not work directly for their individual branches of the military. “My folks work for CENTCOM,” he said. “Our people might have TRANSCOM, Defense Logistics Agency, Army Materiel Command, Surface Deployment and Distribution Command, or Army-Navy-Air-Force-Marine expertise, which they use to reach back to their commands for support. However, we’re definitely a partnership from the ground up.”

Levasseur called his group the “A Team” of subject matter experts, who help bridge the gap between the theater and CENTCOM’s national partners. He cited the “tremendous reach-back capability” his people bring to the table, providing responsive results during the peak of the largest troop movement since World War II.

Combining the expertise of DLA, USTRANSCOM, the military services, and other materiel distribution stakeholders, the CDDOC is



Lt. Col. Robert Oliveras prepares a briefing in the DDOC.



Lt. Col. Dave Fisher works in the DDOC in Kuwait.



The team works a sustainment process issue to get Class I and IX to the warfighter. From left are Staff Sgt. Lee Ayers, Maj. Jerome Chandler, Staff Sgt. Jonathan Perkinson and Lt. Col. Robert Oliveras.

rethinking and rewriting how materiel will be shipped, received and tracked in theaters of operations.

From World War II to Operations Desert Shield and Desert Storm, the inability to locate certain supplies, and the loss of visibility of shipments containing equipment and supplies to the front lines, were key reasons for a drop in troop sustainment on the battlefield.

Today, logisticians are supporting the warfighter in new ways to prevent further tactical disadvantages. According to Levasseur, DLA's partnership in CDDOC will not only optimize the environment for the warfighter, it will also cut overall costs and bring sustained tactical superiority on the ground.

DLA, the largest provider of sustainment materiel and generator of sustainment movement requirements, and USTRANSCOM, provider of air, land and sea transportation for DoD, have partnered with other logistics providers to improve ground truth and in-transit visibility for distributors and commanders. The desired outcome is better logistical support, so that soldiers, sailors, airmen and Marines will have whatever materiel they need, where and when it is needed, to ensure success on the battlefield.

"We have had a disconnect in strategic to tactical distribution capabilities in the past," said Col. Richard Brooks, DLA's deputy chief of distribution reutilization policy and current leader of the multi-agency, multi-service sustainment team working in theater as part of the pilot program to identify the requirements exerting pressure on the defense transportation and distribution system.

"We have combined subject matter experts," Brooks continued, "with an [information technology] solution to create better visibility on the ground than we have ever had before. So, commanders will be able to make more informed logistic[s] decisions."

The CDDOC unites the logistics and supply portions of the mission and bonds them to the actual troop deployment piece. Working under the tactical command of the CENTCOM director of logistics, the CDDOC seeks to identify and manage all movement requirements and the large volume of containers, pallets, and various supplies coming into the theater from DLA's many distribution centers and vendors, the General Services Administration, and the Army and Air Force Exchange Service.

With a clearer view of all the distribution segments occurring in an operation, commanders at the most senior levels will be better able to prioritize warfighter needs and make critical decisions in

the early stages of the distribution process. This promises to relieve some of the pressure on the transportation and distribution system by better synchronizing movements and ideally, preventing duplicate requisitions for items previously delayed in transit.

Having witnessed the emerging CDDOC taking shape first hand in Kuwait, Levasseur said he was "overwhelmed by the talented people provided by DLA, TRANSCOM, Joint Forces Command, and the service logistics commands, who were sent to move this effort from a pilot program to a functional concept of future logistics." The CDDOC pilot is already being used as a template for other combatant commands, and an assessment is being readied for a possible "KDDOC" in Korea.

Already, Levasseur can point to several successes he said bode well for the center's support of CENTCOM operations. "We've been able to synchronize the inter-theater movement of cargo and passengers with the intra-theater movement," Levasseur said. "This synchronization leads to an increased velocity of distribution and deployment." He then pointed to "efforts that have improved the effectiveness and efficiency of the processes."

"During a recent period when theater Air Force assets were unavailable, we synchronized the diversion of pure pallets of critical supplies to Kuwait City International Airport for further ground transportation to Balad, the major hub for logistics in Iraq," he said. "We diverted more than 800 pallets in February, thereby keeping the cargo moving and minimizing the customer wait time."

"We developed a team called Task Force Express, designed to map the distribution process and provide greater visibility of distribution to the theater," Levasseur said. "With a focus on the critical supplies, Task Force Express has provided the theater with a process that gives better than 98 hours advanced notice of inbound cargo to the seaport, in great detail, and 24 to 48 hours notice of inbound cargo via air."

Following two weeks of what he lightheartedly referred to as "drinking from a fire hydrant," Levasseur proudly declared that CDDOC "has evolved and embedded itself" into CENTCOM operations. "All of the credit," he said, "goes to this A Team that seemingly spends day and night on the job."

"The majority of our folks are here from 7 in the morning to 11 at night," Levasseur said. "I'm constantly amazed at the depth of experience they're bringing to the table. They take the issues of the day and apply them to the processes of the future. This is logistics in the making. They walk in here knowing it's going to be a challenge, and making it better for everyone every day." ♦

DSCC Web Site Focuses on Global War on Terrorism

By Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office

With the military involved in one of the largest deployments of troops and equipment since World War II, the Defense Supply Center Columbus, Ohio, Land-based Weapon System Group has launched its new Global War on Terrorism Logistics Support Web site.

The purpose of GWOT LSW is to inform and educate the supplier base about the ongoing war on terrorism and its impact on the Defense Logistics Agency. GWOT LSW also exists to inspire the suppliers in their efforts to continue providing the best possible support to DLA and the troops. Suppliers are encouraged to visit the site at <http://www.dsccl.dla.mil/offices/land/gwot.html>.

"We thought this was the best way to reach thousands of suppliers with our message on the global war against terrorism," said Army Maj. Shawn Gresham, chief of DSCC's Wheeled Vehicle Support Branch. "Using the technology we have to reach thousands of suppliers proved to be an economical way to do it."

DLA's ability to support GWOT depends on its suppliers. With worldwide military operations resulting in record demands for all products, supplies and equipment, suppliers will be able to hear about business opportunities, access details about the parts DLA is currently buying, and ask logisticians questions.

Troop rotations involve nine of the Army's 10 divisions. More

than 110,000 soldiers and their equipment will travel over 6,000 miles to Southwest Asia. Almost simultaneously, over 120,000 soldiers will leave

Southwest Asia to return to home stations. The joint operation also includes nearly 20,000 U. S. Marines, as well as Navy ships and Air Force transports.

Besides the daily demands that continue their upward trend, DLA is also involved in a major effort to repair and refit Army



Maj. Shawn Gresham, chief of DSCC's Wheeled Vehicle Support Branch, uses the GWOT Logistics Support Web site which informs and educates the supplier base about the ongoing war on terrorism and its impact on the Defense Logistics Agency.

"We thought this was the best way to reach thousands of suppliers with our message on the global war against terrorism."

*- Army Maj.
Shawn Gresham*

and Marine Corps units that have recently returned from deployment. The Army's "reset," as it is called, involves bringing more than 20,000 wheeled and 3,000 tracked vehicles, aviation systems, and 300 different command and control systems to a condition where they can be re-issued for use by units replacing soldiers redeploying from Iraq, or be used to fight another conflict anywhere in the world.

The Marine Corps Reconstitution effort is equally important. To give an idea of the scope of the Army reset and Marine Corps Reconstitution projects, from May 2003 to January 2004, DLA received almost 230,000 requisitions. Those requisitions were valued at almost \$61 million.

The GWOT LSW not only allows thousands of suppliers to communicate with their customers, but it offers some valuable links. Web site visitors can view the DSCC Acquisition Forecast, the Internet Bid Board System, and even DSCC solicitations. ♦

DESC Stands Up New Mission in Iraq

By Maj. Joy D. Griffith
Defense Energy Support Center-Iraq

The Defense Energy Support Center has been officially tasked by the Office of the Secretary of Defense to provide the necessary expertise and support to the Task Force-Restore Iraqi Oil mission for the importation and distribution to specified fuel depots of identified petroleum products in support of the Iraqi civilian populace. TF-RIO works with the Iraqi oil industry to rebuild the petroleum infrastructure and to jumpstart the country's petroleum production again in order to support the country's petroleum needs and to generate state revenues via oil exports. Until Iraq is self-sufficient with petroleum production, the country needs fuel imports to meet the demands of its civilian populace. DESC took over the mission to procure and import fuel to eight designated distribution centers throughout Iraq, effective April 1, 2004.

This tasking represents a whole new realm of customers for DESC whose primary focus is energy support for Department of Defense requirements. This first step into the area of civilian humanitarian aid represented an entirely new business area for DESC, and one in which the challenges have just begun.

To implement this new mission, DESC deployed a team of six personnel to Baghdad to stand up a new office and work along side the TF-RIO and the Coalition Provisional Authority staffs in the Republican Palace. The personnel who deployed were Jim Cotton, team chief; Lt. Cmdr. Stephen Grace, deputy team chief; Maj.

Joy Griffith, operations officer; Shedric Crump, contracts manager; Arthur Hebert, requirements manager; and Master Sgt. Harry McKay, non commissioned officer in charge.

Officially designated as DESC-Iraq, the team worked in conjunction with a specially established team at DESC headquarters in Fort Belvoir, Va., to set up the new office, acquire and validate the contract requirements, initiate a competitive acquisition process for four different contracts and establish a funding mechanism for future reimbursement procedures between the new Iraqi Government and DESC. These contracts will procure the fuel for import to the north and south sectors of the country, establish transportation for the fuel to be imported and provide a management oversight agent who will facilitate all aspects of the regional contracts. ♦



The Defense Energy Support Center-Iraq Team is comprised of Jim Cotton (seated), (left to right) Arthur Hebert, Shedric Crump, Lt. Cmdr. Stephen Grace, Master Sgt. Harry McKay and Maj. Joy Griffith.

DSCP Medical Personnel Deploy for the Coalition Provisional Authority in Baghdad

By Dena Selkow
Defense Supply Center Philadelphia
Public Affairs Office

Four members of the Defense Supply Center Philadelphia, Pa., medical team deployed to Baghdad in mid-February. The team, consisting of Navy Cmdr. Brian Kerr, Army Lt. Col. Mary Martin, Army Maj. John Howe, and Air Force Maj. Robert Brich were working with the Coalition Provisional Authority Ministry of Health.

The CPA is the name of the temporary governing body designated by the United Nations as the lawful government of Iraq until Iraq is politically and socially stable enough to assume its sovereignty. The CPA is not only protecting Iraqi territorial integrity and providing security to Iraqi people, but is committed to rebuilding all aspects of the Iraqi infrastructure.

The Authority is a coalition of many nations worldwide, encompassing every major religion and ethnic group. The DSCP members of DSCP are also a part of the CPA. Kerr, the team leader of the DSCP deploying

group, said the need for their group was identified from the work of another team from the Department of Defense Pharmacoeconomic Center who went to Iraq to evaluate the healthcare and pharmaceutical care situations that currently exist there.

Kerr said they identified a number of problems in the Iraq Health Care system including failures in the structure and operation of the drug procurement, storage, and distribution system within that country.

“Our team has been invited to Iraq to evaluate the Iraqi system in regard to ordering, storing, and distributing medical supplies and make or suggest improvements that will get the supplies flowing again to the people, hospitals, pharmacies and clinics who need them,” Kerr said.

Kerr said the team would work on evaluating the distribution system from ordering to delivery.

“Our goal is to contribute to rebuilding the distribution system in any way we can,” he said. ♦



From left, Navy Cmdr. Brian Kerr, Army Maj. John Howe and Army Lt. Col. Mary Martin are shown before they deploy for the Coalition Provisional Authority in Baghdad. Not pictured is Air Force Maj. Robert Brich. (Photo by Nathan Pierson)

DLA Reaches Out to the Customer

By DCST - Afghanistan

The Defense Logistics Agency is not just forward positioned; it is forward and reaching out to the customer. The DLA Contingency Support Team – Afghanistan is located at Bagram Air Field, one of two major support bases in Afghanistan. The team is collocated with the Combined Joint Task Force – 180, Joint Logistics Center. Working in the same building as the principal customer enables us to be very responsive...literally the room next door. This said, there remain many other units with

whom we are not collocated that can greatly benefit from the services we provide.

The members of the DCST - Afghanistan team reach out to these customers at scheduled times throughout the week. Individual team members schedule regular face-to-face meetings or phone calls, as determined by each customer's unique situation. As an example, Porferio Chambliss, conducts a weekly customer visit with Mickey Gage, the Kellogg Brown and Root foreman, and Army Chief Warrant Officer 4 Mike Jenkins at the Class IV yard. One recent benefit resulting from this

meeting was the acceptance of Defense Supply Center Columbus, Ohio, substitutes of three types of wood products that provided the customer with a quicker delivery time and a cost savings.

Whenever possible, the wood is drawn from prepositioned stock maintained in Defense Depot Bahrain to reduce delivery time and eliminate any need for local purchases of products that do not meet the desired building codes. Chambliss expedites critical Class II, III, IV, and VII orders. When not forward deployed, he works at Defense Supply Center Richmond, Va. ♦



Paul Plevich (center) is also assigned to the DLA Contingency Support Team – Afghanistan as a Class IX Supply Expediter. His normal assignment is with Defense Depot Puget Sound, Wash., where he is a warehouse worker leader supporting Puget Sound Naval Shipyard and other regional customers.

Supply Center, Depot, Team up to Inspect Warehouse Items

By Brenda B. McCormac
Defense Supply Center Richmond
Public Affairs Office

In an effort to purge unusable items from warehouses, Defense Supply Center Richmond, Va., and Defense Distribution Depot Richmond, Va., teamed up to inspect items stored at the depot and owned by DSCR.

A team from DSCR's product center for petroleum, gases and hardware, volunteered to examine items such as batteries, petroleum products, cleaning solvents and adhesives in three DDRV warehouses to decide which items were ready for disposal or if they should be retained in inventory. A second team from the product center for electromechanical products and batteries cleaned up another warehouse.

In the first effort, item managers Veronica Kemble, Barbara Souder, Wendy Johnson and Orencio Albano identified items in nearly 3,300 locations as serviceable and to be retained, items in 58 locations that required repacking, and assets in 631 locations were determined to be unserviceable, with disposal recommended.

Dan Hurley, supply section chief in the product center, managed the day-to-day planning of manpower and helped out during a personnel shortage. "As an item manager, we never get to see what we manage, so this was very fulfilling. It was more than just a number on a computer screen; it was a hands-on experience," said Souder.

After the item managers indicated an item should be retained, quality specialist Herb Berry and chemists Cliff Myers and Harry Broaddus reviewed the item to determine its shelf life, and if it had expired or could be extended. If an item could be saved, packaging specialist Morris Scruggs decided if it was packaged properly or if repacking was necessary.

"I really enjoyed the experience," said Kemble. "I look forward to doing it again."

"These employees worked during the holidays at a time when it was extremely cold in the warehouse and never complained once," said Pat Mapes, product center supply branch chief. "This effort was not part of their normal duties, and



Veronica Kemble and Cliff Myers inspect items at Defense Distribution Depot Richmond Va. Teams from Defense Supply Center Richmond identified material to be removed, retained or repackaged. (Photo by Brenda B. McCormac)

they did an outstanding job."

Later, a team from the product center for electromechanical products and batteries cleaned up an additional warehouse. Enid Rodriguez, James Albert and David Fritz identified items in 987 locations as serviceable and to be retained, articles in 36 locations to be repacked or relabeled, and assets in 65 locations were determined unserviceable, with disposal recommended.

Michael Moore led the DDRV portion of the team and followed up on all actions recommended by the item managers. Along with contractor participant MicroPact Engineering, he ensured all items were properly marked and processed for disposal, or were repacked per instructions.

"This was a tremendous team effort," commented Col. Gregory Flierl, USAF, the DDRV commander. "The long hours and hard work these folks put in will pay off in reduced costs to DLA and improved service to our customers."

DDRV, a component of the Defense Distribution Center, is a tenant at DSCR. ♦

DDC Leaping into the Future of Distribution with DPMS

By Polly Charbonneau
Defense Distribution Center
DDC Command Affairs

The next giant step forward in distribution management is at hand... the Distribution Planning, Management System is revolutionizing how the Defense Distribution Center in Mechanicsburg, Pa., does business, and the best is yet to come.

For the first time ever, DDC and a Defense Logistics Agency vendor, Techni-Tool of Worcester, Pa., worked together to implement the Distribution Planning, Management System for shipments handled under Free on Board Origin Contracts (those where the government controls the shipment and pays freight charges). The Distribution Planning, Management System currently provides DLA vendors with up-to-date military addresses, prints military shipping labels, provides intransit visibility, arranges carrier pick-up, accepts carrier tracking numbers, pays carriers through PowerTrack, and calculates carriers freight charges. DPMS has the capability of selecting the least expensive carrier for FOB Origin shipments so the Department of Defense can realize a transportation cost savings.

DPMS is a distribution planning and management tool for the DDC. It is a Web-based shipping tool for the vendor and an enterprise-wide distribution system for DLA that provides efficient movement of material to the warfighter directly from vendors and distribution centers.

Today, DDC controls second destination transportation, that is, material from the depots to the customer. DPMS is bringing DDC control of first destination trans-

portation, which is vendor to depot or vendor to customer. This is exactly what happened with the Techni-Tool shipment. Through a secure, Web-based program, Techni-Tool was able to get online to process their DLA shipments and secure the best value transportation.

"With a few clicks on a computer keyboard, Techni-Tool was able to notify DLA that their product was ready for processing. DPMS provided a correct address, printed a standard military shipping label at their site, and readied their product for pick up by the best value transportation option," said Pat Kuntz, DDC Logistics Support Division Chief.

DPMS is a tool that is providing DDC better visibility of the DLA owned and managed material that moves from the vendor or manufacturer. Vendors have contracts that have been in place for long periods of time and customer addresses may be obsolete, causing cargo to be delayed.

With DPMS, DDC can now direct the shipments to the proper location, generate bar coded military shipping labels using personal computers, and know exactly what material is moving through the supply chain. All of this will provide tremendous cost savings by providing real time addressing, automated proof of shipment, and dramatically more efficient planning.

Vendors benefit too. DPMS provides efficiencies to more easily meet contract delivery dates; the ability to print shipping documentation at the vendor's location; and access to materiel release order tracker (DLA's Web based shipment tracking system) among other benefits. DDC

plans to offer DPMS to more than 1,700 DLA vendors who account for 95 percent of DLA contract shipments.

The Distribution Planning, Management System eliminates the manual shipping documentation process, which can cause shipping delays. Additionally, automated shipping document retrieval will practically end manual shipment research while providing military shipping labels that are compliant with all military standards. Vendors will also be able to produce commercial bills of lading, transportation control movement documents at their sites, and schedule carrier pick-up.

These automated processes will also provide advance carrier tracking numbers before pick-up, as well as automated mode of shipment selection and automated freight charge calculation, almost all of which are done manually today by DLA's vendors.

"For DDC and DDC's customers, this automation and improved labeling will reduce the amount of frustrated freight – which is time and labor-intensive to resolve," Kuntz said. Additionally, they benefit from improved in-transit visibility, receipt data at ports and Containerization and Consolidation Points (CCP), and enhanced security.

"Standardized shipping labels will have tremendous impact on material and shipment processing and improve in-transit visibility," said Kuntz. "The earlier we are able to identify a shipment, the earlier we are able to provide customer tracking information. The entire distribution process will be more efficient while obtaining control of DLA shipments." ♦

War Room Focuses on Surges in Army Aviation, Air Force C-5 Support

By Scott Andrae
Defense Supply Center Richmond
Public Affairs Office

Two hot spots in military operations are currently the focus of a “war room” at Defense Supply Center Richmond, Va., which is the Defense Logistics Agency’s lead center for aviation.

The war room is the nerve center for DSCR’s support of all aspects of Army aviation, as well as the Air Force C-5 transport aircraft. The programs are particularly important as troops and equipment rotate into and out of the

theater of operations for Operation Iraqi Freedom and Operation Enduring Freedom.

“We are focused on getting the soldiers, sailors, airmen and Marines back home while ensuring we use every possible resource to deliver replacement troops and equipment,” said Col. David Hudson, chief of U.S. Transportation Command’s operations division.

That force rotation effort ties in with DSCR’s war room in a couple of ways. Army aviation units require a steady supply of parts, both when in theater and after they return, and the C-5

plays a significant role in the airlift operations.

The Army portion of the war room has two sides; meeting the needs of roughly a dozen aviation supply activities in the theater of operations, and supporting the aviation portion of the Army’s Reset program to refurbish equipment returning from the theater.

Items affected by dust abrasion, particularly filters, bearings, canopies and gaskets, are in high demand.

About 1,000 helicopters are expected to process through the Reset program.

DSCR’s proactive approach centers



In the Defense Supply Center Richmond war room, Brig. Gen. Gary L. Border (center), deputy chief of staff for logistics at U.S. Army Forces Command, learns about support to Army aviation from Lt. Col. Joseph Anderson. At left is Rear Adm. Michael J. Lyden, DSCR commander. (Photo by Jackie Palmer)

on identifying national stock numbers DLA manages. War room operatives then use customer team software to pull data from the online Army supply database. "A lot of information comes in," said Lt. Col. Joseph Anderson, chief of the Army customer team division at DSCR. "They have to assemble it, remove duplicates, prioritize it and pass it on to the item managers."

"C-5 flight activity tends to increase every year in the late winter," said Ken Nordahl, contractor support team leader for Prometheus Co. That means the C-5 had a "double surge" in March 2004 during flights to and from Iraq,

Afghanistan and other countries.

The C-5 war room operation takes a look at short-term measures to reduce back orders and increase supply availability. In the longer-term, the war room is targeting future investment in items unique to the C-5, all of which have the additional benefit of examining how DSCR does business as a whole, according to Chris Knaggs, C-5 war room lead. Only about one-third of the aircraft's national stock numbers are unique, making it a further challenge to provide parts promptly.

The war room staff meets every day with item managers from the Business

Operations and Supplier Operations directorates, and posts charts to display the status of critical items and issues.

Anderson and Knaggs pointed out that weapon system support managers and item managers at DSCR, Defense Supply Center Philadelphia and Defense Supply Center Columbus have the biggest role in achieving timely support for customers. "There [are] a lot of people intensely involved throughout DLA," Knaggs said. "We're just providing a focus point for everyone's efforts."

Information from Air Force Print News was used in this article. ♦

DSCC Associate Deploys to Resolve Logistics Issues

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

A Defense Supply Center Columbus, Ohio, associate was among the 60 personnel assigned to a U.S. Transportation Command team that was tasked earlier this year to resolve logistics support issues in the Middle East.

Marwin Raffinan, a general supply specialist in DSCC's Maritime Customer Operations Directorate, is a member of the Deployment and Distribution Operations Center team that was deployed to Kuwait and Iraq to take a look at the Department of Defense's distribution pipeline in that region.

DDOC is a joint initiative that will deploy trained, information technology-equipped logistics specialists into a theater of operations to improve command and control of the distribution process. The DDOC will synchronize deployment and distribution, while optimizing strategic and operational capabilities for the combatant commander.

"We will be supporting U.S. Central Command to configure and analyze material distribution priorities, and validate and direct intra-theatre airlift requirement support to components and Combined Joint Task Force units," Raffinan said of DDOC's goals.

It was formed after Secretary of Defense Donald Rumsfeld designated U.S. Transportation Command as "distribution process owner" of DoD's distribution and logistical support system, with responsibility to direct

and supervise execution of the strategic distribution system.

USTRANSCOM commander Air Force Gen. John Handy explained that the DDOC experts will be under the tactical control of the U.S. Central Command commander and would be deployed with the power and authority to direct air and seaport operations and cross-country moves in the theater, something that was not possible before Rumsfeld's DPO designation.

Among the major players in the DDOC initiative are the Defense Logistics Agency, USTRANSCOM, the military services and DoD agencies, including the U.S. Army Material Command.

The DDOC team is comprised of about 60 people with expertise in distribution logistics and support service. Among them are a number of DLA personnel.

Raffinan said he looked forward to his deployment with the DDOC team.

"It will be a great learning experience for me in being a part of this new DoD transportation organization supporting theater operations," he said. "The goal is to make a difference in supporting the troops while at the same reinventing the tool in the way we do business in transportation. It will be a challenging task for us because of the expectations laid on our shoulders not only by the troops but especially by U.S. Central Command, which is expecting logistics solutions." ♦



Marwin Raffinan

Small Business Provides Royal Service to DoD Customers

By Christina DiMemmo
Defense Supply Center Philadelphia
Public Affairs Office

Located just a few miles from the famous Bronx Zoo, New York Princess Knitwear occupies 17,000 square feet of factory space within an industrial park in a South Bronx neighborhood. About 50 employees report to work there each day. At the moment, flight deck jersey turtle-necks are being sewn together by NYPK fabric workers under a four-year contract with the Defense Supply Center Philadelphia, Pa. The contract is worth \$4.5 million. The turtle-necks come in seven different colors that help to distinguish a person's function on a loud flight deck where aircraft noise makes verbal communication all but impossible.

William Kenny, executive director of business operations at DSCP, paid a visit to the firm recently. After touring the facility, Kenny presented NYPK CEO, Cynthia Petterson, with a certificate of appreciation. "Your support of our nation's military services during Operations Enduring Freedom and Iraqi Freedom has been extraordinary," Kenny told Petterson and her staff. "The type of service that Princess Knitwear provides to our country truly deserves our sincere appreciation and special recognition. Princess Knitwear is a great example of how a small, minority-owned/woman-owned business located in a HUBZone can provide excellent support to the warfighter."

The Historically Underutilized Business Zone (HUBZone) Program is under the auspices of the U.S. Small Business Administration. It is designed to stimulate economic development in urban and rural communities by providing local, small businesses with access to more federal



From left, Donna Pointkouski, William Kenny, Ann Petterson, Cynthia Petterson and George Wolf pose for a photo with a certificate of appreciation presented by the Defense Supply Center Philadelphia to New York Princess Knitwear. Pointkouski is clothing and textiles product executive at DSCP, Kenny is executive director of business operations at DSCP, Cynthia Petterson is president and CEO of NYPK, Ann Petterson is plant manager at NYPK and Wolf is chairman at NYPK. (Photos by Christina DiMemmo)



Ann Petterson, NYPK plant manager, discusses assembly details with Frank Piecyk, a DSCP quality assurance specialist.

contracting opportunities.

NYPK is committed to being a domestic manufacturing resource for the Department of Defense and other knitwear clients. The firm is a multi-lingual, multi-cultural company committed to training unskilled workers and providing jobs to those who live in the area. As a result of the contract for flight deck jersey turtlenecks, the firm has been able to employ 10 additional workers who live in the South Bronx neighborhood.

NYPK has many ties to the community that focus on revitalizing the area. Partners like the South Bronx Overall Economic Development Corporation help to reverse the flight of businesses and jobs from the South Bronx. ♦



NYPK employee, Ana Sosa, assembles flight deck jersey turtlenecks under a Department of Defense contract. As a result of the contract award, the firm has been able to employ 10 additional workers who live in the Bronx, New York neighborhood.

Revised System Provides Quality Logistics Data

*By Tim Hoyle
Defense Logistics Information Service
Public Affairs Office*

No matter how fast an organization's computers operate, or how versatile its systems are, their ultimate worth still depends on the integrity of the data they process. In an effort to preserve data integrity, the Defense Logistics Information Service in Battle Creek, Mich., recently implemented a major redesign of the Quality Database system, with the specific goal of significantly reducing the amount of time necessary to review and correct data in need of "cleansing."

"We look at data as the 'DNA' of logistics information," said Elaine Chapman, chief of the DLIS Data Integrity Branch. "Effective logistics information systems are dependent upon quality data [just] as the human body relies on healthy genes."

The QDB redesign is meant to contribute to the Defense Logistics Agency's Business Systems Modernization program,

which seeks to re-engineer business practices to provide better service to customers. According to Chapman, anyone who notices a problem with Federal Logistics Information System data, regardless of where it appears, can "challenge" the data.

"The Data Integrity Challenge Program is designed to allow any customer, vendor, or DLA employee, to challenge DLIS maintenance actions taken as a result of automatic permissions or authorities granted for QDB projects. "The beauty of the system is that absolutely anyone can use it," Chapman explained. "Our goal is for challengers to receive a status update the next business day or learn of the resolution of the question."

Quickly resolving each challenge is important because the data has to be accurate for DLA activities to get "the right item, to the right place, at the right time." According to Program Manager Annette Smith, the revisions to QDB will

allow those reviewing data to coordinate, track and disseminate data quality cleansing efforts in a more efficient fashion. "Processes that used to take long periods of time will now happen much more quickly," Smith said.

Smith explained how the new system will make data reviews simpler for DLA's item managers, equipment specialists and catalogers. The reviews are more straightforward because the QDB redesign enables close-out of individual actions that previously would have remained open until all actions could be completed for the associated National Stock Number. The change prevents some actions from being delayed while another action is pending, thus making available accurate, real-time logistics data. According to Smith, all of the Business Systems Modernization data cleansing projects will be filtered through this new tracking system.

Additionally, the new system will have the same easy, secure, 24-hour access

See Logistics Data, page 18

offered by other DLIS Web-based services. Requirements will be routed directly to catalogers, and customers will no longer have to rely on e-mail servers.

Data quality experts at DLIS worked well beyond their normal hours, putting in extra hours to ensure all components loaded properly. Catalog Workload Tracking system users will be registered automatically. DLIS is automatically granting access because those who currently use the CWT system will need to use Quality Database system as well. Anyone else wishing to have access must register.

Registration forms are available online from the DLIS Web site at www.dla.mil/dlis select the "Library" button and click the link for "QDB

Registration Form." There are separate forms for government employees and for contractors. A data challenge form is available under the Library link as well in the "Other Forms" section. Submission instructions are included with each form.

DLIS hosted a users' group meeting in February in Battle Creek, to distribute more information about system changes, and to gather customer requirements and feedback for future system enhancements. The information collected will be included in the next task order to upgrade QDB. The conference also introduced new users to QDB and to some of the data quality concepts and goals the system supports.

As one of DLA's subordinate com-

mands, DLIS's mission is to create, obtain, manage and integrate logistics data from a variety of sources, for dissemination as user-friendly output that meets or exceeds the needs of DoD, Federal and international logisticians.

Headquartered at Fort Belvoir, Va., DLA provides logistics, technical and supply support services to the United States armed forces, as well as to several federal civilian agencies. Whether for combat readiness, emergency preparedness or day-to-day operations, DLA is the one stop shop for nearly every item America's armed services consume.

For more about QDB, visit the DLIS Web site or call the Customer Contact Center at (877) 352-2255. ♦

DESC Pacific Supports Air Force One

By William Brinning
Defense Energy Support Center, Pacific

The voice that spoke to me via a secure line in the Presidential Flight Support Office detailed only the basic requirements; rendezvous location and pounds of jet fuel required for Air Force One and the escort plane. Many of the details concerning the schedule had yet to be released to the public, so discretion was imperative. The President was traveling to the Asia-Pacific Economic Cooperation Conference in Thailand, and planned additional short stops in Tokyo and Manila along the way. Following the two-day conference, additional but brief visits were planned for Singapore; Bali, Indonesia; Canberra, Australia; and finally Hawaii. Secure fuel was planned for all stops, thus requiring a quality assurance representative to witness the sampling and testing of the fuel.

Standard procedure dictates once samples are collected, the tank truck or system holding the fuel must be sealed and placed under armed guard. Due to U.S. Pacific Command's mandatory force protection measures, buddy travel was also required for the Philippines and Indonesia, resulting in the assignment of eight DESC Pacific QARs to carry out this mission. Regional quality personnel were identified to staff each of the Air Force One refueling sites, their names and contact information submitted to the Presidential Flight Support Office, who in turn provided this information to each of the lead agents at the respective sites.

The following Regional quality personnel provided support at the identified locations: Quincy Bragasin, DESC Japan, at Tokyo, Japan; Roger Torgeson and Master Sgt. Michael Van Dongen, DESC Korea, at Manila, Philippines; Sgt. 1st Class Richard Knapp, DESC Alaska, at Bangkok, Thailand and Canberra, Australia; Ron Coleman and Staff Sgt. Curtis Morgan, DESC Korea, at Bali, Indonesia; Mark Firmani, DESC Middle Pacific Singapore, at Singapore and Canberra, Australia; and Ron

Bell, DESC Middle Pacific Hawaii, at Honolulu, HI.

As the personnel deployed to the predetermined sites, obtained cell phones, estab-

lished contacts and identified required support, it became apparent that one site was more problematic than all the others. Laboratory contacts were made early and quite easily for all sites but Bali, Indonesia. Our attempts to air transport the fuel samples from Bali to a familiar laboratory in the region were refused due to political relationships within the country. The Defense Attache Office requested that we test the samples in Indonesia, so Coleman and Morgan set out to survey laboratories previously identified by the DAO but unknown to DESC. The first laboratory surveyed, near Jakarta, proved to be less than satisfactory for the necessary tests. The second laboratory surveyed, located in southern Indonesia, could only be reached via limited commercial air service, but it proved to be capable, so arrangements were made for the samples to be tested in this lab. After a lengthy delay incurred while attempting to obtain a wooden shipping crate, Coleman and Morgan were finally able to depart with the samples as baggage on the flight to the southern lab. The mission was accomplished; samples delivered, tests witnessed, and test reports furnished to the lead agent; permitting refueling of Air Force One without delay.

Air Force One refueled as scheduled at each of the seven sites, employing commercial and military assets. This was truly a team effort involving the DESC Pacific offices, as well as the supporting military services. ♦



Planning for DLA's Future Employee Needs

Human Resources, J-1

To meet Goal 3 of the Defense Logistics Agency's strategic plan that states the Agency must, "Ensure Our Workforce is Enabled and Empowered to Deliver and Sustain Logistics Excellence," DLA will embark on a new, enterprise-wide, initiative using a DLA Competency Assessment and Management Tool, or CAMT.

DLA Director Vice Adm. Keith Lippert said, "I am pleased we are finally at this stage. I have wanted to do this since I first got here. It's important that we move our focus beyond the issues of today. We need to step back and look down the road to determine what we need to run this organization in the future."

The CAMT is a foundation tool that will enable the Agency to complete an organizational gap analysis, which is

important enough to be on Lippert's List of Top 10 priorities. He wants to ensure that the Agency can determine what types of developmental programs are necessary now, and in the future, so employees are equipped to perform their jobs and the Agency can forecast future requirements. As a Web based tool, CAMT will identify job work functions and competencies critical for specific job families.

CAMT benefits are observed from a number of perspectives. **For employees:** CAMT allows employees to view the competencies and work functions critical for successful job performance and determine if any gaps exist between their perceived level of proficiency and required levels of proficiency, as determined by DLA managers. The tool will also help employees identify learning and developmental resources available to help close any identified gaps.

For supervisors and managers: CAMT assists supervisors and managers in identifying and locating any competency gaps within their organizations. The information derived will provide the opportunity for addressing those gaps through training, developmental assignments and targeted recruitment.

For the enterprise: CAMT enables DLA to look across the enterprise to identify the types and levels of competencies present. CAMT also allows the Agency to determine potential future organizational gaps based on trends such as employee retirement rates, new competency requirements and turnover. Once DLA's competency gaps are identified, enterprise-wide programs can be developed to recruit or train for targeted competencies.

For DLA customers: DLA's ability to close competency gaps will ensure that the Agency maintains a well-trained

See Future, page 20



Retired Vice Adm. Lee Gunn (left) and DLA Director Vice Adm. Keith Lippert met to discuss the initiative to provide a jobs gap analysis for DLA.

work force focused on critical work to deliver and sustain logistics excellence.

Working under a very ambitious schedule, DLA has signed an agreement with the Center for Naval Analyses and Exxceed Inc., to develop the CAMT. According to retired Vice Adm. Lee Gunn, president of CNA's Institute for Public Research, "The competency management and assessment tool will be critical in helping to ensure that the DLA work force has the knowledge, skills and abilities required to contribute to their fullest capabilities." The key to an effective CAMT lies in developing a framework that accurately identifies the

competencies and competency levels critical for DLA's job families.

Thirty-four job families have been identified within DLA, covering about 15,000 of the Agency's jobs. For each job family, about eight to 10 functional subject matter experts will be asked to review the competency profiles for completeness and accuracy. Once information from the subject matter experts has been incorporated, as a further step in ensuring profile accuracy, functional supervisors and managers will be asked to validate the profiles, as well as set required levels of proficiency for each work function in the competency profile.

In July and August, DLA employees will be asked to rate their proficiency levels for each work function that applies to the competency profile for their specific job family. Employees will also be asked to identify the amount of time they spend on the work functions performed, as well as the adequacy of training they have received to perform the various work functions. "With a rigorous assessment on employee competencies, DLA will gain a detailed understanding of the skills possessed by its current work force, as well as valuable insight into forecasting the needs of its future work force," Gunn said. ♦

EMS Video Provides Training

By Master Sgt. Rusty Kirk, USAFR
DLA Public Affairs

Defense Logistics Agency is leading the way in training for the Environmental Management System with the production of a new EMS training video.

DLA EMS manager Jean Shorett, Deputy Federal Environmental Executive Ed Pinero, and DLA Support Services-TV video producer Willie Cooper, worked together on edits of the new EMS training video for DLA, originally taped at the McNamara Headquarters Complex.

The video features Pinero delivering EMS training that was presented to DLA's senior leaders. One of the advantages of this video is that it can be tailored to suit different types of audiences. According to Shorett, the tape will be utilized for EMS training along with a broad range of other training materials.

"We plan to use this presentation in many ways," Shorett said. "It gives us a high-quality starting point for raising EMS awareness and lets us reach more people, so it is a very efficient tool for training people. We also plan to invite senior leaders to provide video-taped statements in their own words on how EMS can support DLA mission priorities."

The collaboration between DLA and the Office of the Federal Environmental Executive in the production of this video has been key to training people about EMS. In addition to developing the tape and training senior leaders at the DLA Director's video teleconference, Pinero provided a day-long EMS training session for DLA's EMS Implementation Team this past November. Pinero brings with him experience from his work in private industry, as well as his role in the federal service. When asked how he likes working with DLA, he said, "It's a fantastic experience."

"Having DLA put this video together is a unique

opportunity," Pinero said enthusiastically. "This is such a great effort to reach so many people with one training tool. You can only get so far by speaking at a conference."

Pinero referred to the training tape as reaching out to people on a wholesale level instead of retail. "Instead of having someone go around and address certain groups of people, this [video] can be seen by thousands," he said. "What a great way to train people about EMS and its importance."

While the deputy federal environment executive lends his experience and knowledge to assist in the production of this video, he credits Shorett with the idea of his spearheading the project. "The idea is great, not only for DLA, but I feel it's setting a precedent for other agencies to follow," Pinero said.

"I see great things happening with the joint efforts and use of this training tape," he explained. "There is such a willingness to share information here. The people I've spoken to have opened up and explained what they do that involves EMS process."

By definition, environmental management systems are a part of the overall management system that includes organizational structure, planning activities, responsibilities, practices, procedures, processes, and resources for achieving environmental policy. EMS is the result of Executive Order 13148, "Greening of Government Through Leadership in Environmental Management," which requires all appropriate federal facilities to have an EMS in place by Dec. 31, 2005.

Pinero taped additional footage in January for the training video. The tapes were to be reviewed, distributed to field activities, and posted on the EMS website. Copies have also been requested by the Office of the Deputy Secretary of Defense for Installations and Environmental and Environmental Protection Agency. DLA's training tapes are expected to become a benchmark for senior leader EMS training across the federal system. ♦

DLA Uses Automated Staffing Program to Hire Employees

By June Ankenbrandt
Human Resources Specialist
Customer Support Office - Columbus

The Defense Logistics Agency recently implemented an automated process for filling position vacancies called the Automated Staffing Program. It uses an automated referral system that simplifies and expedites the hiring process. ASP interfaces with a commercial off-the-shelf package called Resumix® that is already used throughout the Department of Defense. The program is currently deployed for most non-bargaining unit positions and will be incrementally deployed for all DLA positions in 2004.

All associates at Defense Supply Center Columbus, Ohio; Defense Logistics Information Service, Battle Creek, Mich.; Defense Reutilization and Marketing Service, Battle Creek, Mich.; and Document Automation and Production Service, Mechanicsburg, Pa., applying for positions began using ASP on April 5. Defense Supply Center Richmond, Va., and DLA Training Center deployed on April 19. In May, Defense Supply Center Philadelphia, Pa., and DLA headquarters jobs were filled via ASP, and ASP will be initiated by Defense Distribution Center on July 19.

ASP makes the application and job fill processes easier for the applicant, faster for the selecting official, and more streamlined for Human Resource personnel. Job seekers can search for open announcements through Job Announcement Search available on the DLA Human Resources Web site at



From left, Vickie Schoonover, Pam Thompson, and Bob Tulloh discuss the latest release of the automated staffing program. Tulloh developed the program for ASP.

<http://www.hr.dla.mil/onjams/searchform.asp>. If potential applicants wish to be notified when jobs meeting their specific criteria for job series, grade, and duty location are announced, they can request the system send e-mail notifications to them which will contain direct links to the announcements.

Pam Thompson, lead human resources specialist (information services), in the DLA Human Resource Center, Customer Support Office - Columbus, said, "I have worked in the HR community for DLA for the past 20 years. I started in the days where we typed job announcements and sent them to the printers. We distributed copies around the various organizations and posted them on bulletin boards. Employees had to watch the bulletin board to see what job announcements were open or catch them through routing. Now, we can publish the announcements on the Web site. We have gone from taking a week to get an announcement into an

employee's hand to taking as little as 15 minutes. What a wonderful thing!"

Associates can build an applicant account and create their resume in the system, so they will be ready when the job of their dreams is announced. They can edit their resume and resubmit it at any time. "I have watched the progression of the automated resume builder," said Thompson. "Previously, applicants completed a resume and sent the resume as an attachment to an e-mail. An HR employee would then have to manually intervene to get that information into the database. In that resume builder you could not stop in the middle of the resume because there wasn't an ability to save the information and come back later to complete it. Now an employee can establish an account, create and edit their resume, and send that resume instantly into the database without manual intervention. They can apply on-line by completing just a few pieces of

See Staffing, page 22

information instead of having to submit an SF-171 or OF-612 with KSAs or complete a questionnaire for each job announcement.”

Each time applicants submit their resume, they will receive an e-mail confirmation that the submission was completed. The e-mail will include the skill matches the system extracted from their resume. When a job they want is announced, they can apply for the specific position using an online application form available through their account. As the job fill process continues, they will be able to view the status of their application.

ASP uses skills selected in Resumix. Selecting officials may weight skills needed for the position they are filling. Applicants are electronically evaluated on skills, education, training, and awards. Human Resource specialists determine qualifications for those applicants within referral range. Navy Cmdr. Dennis W. Copp, Deputy Director, Maritime Customer Operations, Defense Supply Center Columbus noted,

“Although a bit of a change from the way we previously did things, the ability of the new system to enable selecting officials to determine a set of skills for a position and to weight the importance of those skills is very beneficial.”

In building your resume, the best way to convey your experience is to use simple sentences with concrete words. Describe your accomplishments – not just what your responsibilities were.

Avoid using jargon, abbreviations, and acronyms, unless they are common to a job field. Even in the DoD the same acronym or abbreviation can have many different meanings. ADA can mean a computer language, Americans with Disabilities Act, the American Dental Association, or Ada,

applicants, view each applicant's resume, and submit their selection to the Human Resources office electronically.

Vickie Schoonover, human resources specialist at the DLA Human Resource Center, Customer Support Office - Columbus, said, “ASP is particularly useful because

HR is no longer collocated with our customers. DLA managers overseas used to depend on snail mail to receive applicant certificates. Sometimes the mail was lost. We introduced ASP to overseas units in Saudi Arabia, Kuwait, Japan, and Korea first. We've gotten a lot of positive feedback from our managers in those locations.”

Mike Wlazlak, Customer Account Manager for DRMS, DLIS, DAPS, and DNSC, at the DLA Human Resource Center, Customer Support Office – New Cumberland, agrees, “The automated delivery of applicant certificates with our dispersed customer base should increase our ability to fill jobs more quickly.”

Thompson noted, “I've watched as the number of on-line applications has increased. In August 2001, we first implemented the on-line application. That month the system processed 122 applications. In January 2004, the system processed 8,548 on-line applications. I can't wait to see how many applications are processed in January 2005 after bargaining unit associates have gone live on the system!” ♦

“Now, we can publish the announcements on the Web site.

We have gone from taking a week to get an announcement into an employee's hand to taking as little as 15 minutes.

What a wonderful thing!”

- Pam Thompson

Oklahoma. Name any tools, software, or equipment you used. Once a skill such as “management” or “budget” is pointed out, you need only use the phrase again if you are describing a different position with a different grade level.

Not only does ASP streamline the application process, it makes the selection process easier as well. Through a secured system, the selecting official may view the certificate of qualified, referred

DDC Opens Depot in Italy

By Stacy L. Umstead
Defense Distribution Center
Command Affairs

In a ceremony conducted on March 30, 2004, the Defense Distribution Center Commander, Army Brig. Gen. Kathleen M. Gainey, unveiled the DDC flag signifying DDC's presence in the Mediterranean and officially opening the Defense Distribution Depot Sigonella, Italy.

On a very overcast day in the Mediterranean, attendees to the ceremony observed a traditional DDC activation ceremony with participation by the host commanding officer, Naval Air Station Sigonella (NASSIG), Navy Capt. Timothy Davison. Davison spoke to the employees who would become part of Defense Distribution Depot Sigonella.

"NASSIG Supply, you've actually become too successful. As a Naval Air Station, we are not structured to provide support to all the military units in the southern European region; you've had to ask the 'big guy' to step in further. With the subject matter expertise, logistical core competency and vast resources a joint organization the size of Defense Logistics Agency brings with it, also comes opportunity. Customers from all four military service components in the European and even the Southwest Asia theater will now benefit directly from this transition," he said.

"Many of you that have made the combined NASSIG-DLA effort so successful while working for NAS Sigonella will be crossing the fence today, and will join the new Defense Distribution Depot Sigonella, Italy work force. I am confident that you will achieve even greater heights as part of this DLA organization." Davison further commented, "This change is absolutely the right thing to do to improve our warfighter support in this theater."

Navy Capt. Larry Arcement, NAVSSIG Supply Officer, a key player in the success of the transition, was awarded the Defense Meritorious Service Medal during the cere-



DDC Commander Army Brig. Gen. Kathleen M. Gainey unveils the DDC organization flag establishing Defense Distribution Depot Sigonella, Italy, with Denise Cordeiro-Bennett, the new commander of DDSI.

mony.

After the award presentation, Gainey unveiled the DDC organization flag, as DDC Public Affairs Specialist Stacy Umstead read the General Order formally activating DDC's 23rd distribution depot. Gainey then passed the DDC organization flag to Denise Cordeiro-Bennett, charging her with command of Defense Distribution Depot Sigonella, Italy.

With the traditional Army HOOAH! (not typically heard on the Naval Air Station grounds), Gainey gave a special welcome to her new DDSI work force, "DDSI joins the DDC distribution network as part of DDC's forward stock positioning effort, ensuring that our men and women in uniform get the right item, at the right price, and at the right time. DDSI will be instrumental in supporting the many warfighters located here and that transit the Mediterranean."

Gainey assured the DDSI work force that they were inheriting one of the best leaders DDC has. "Denise is a trusted partner in developing better ways to do business. She's proven that in her previous

position as deputy commander of Defense Distribution Depot Pearl Harbor, Hawaii, where it was just about five years ago that Denise played an integral part in activating that depot. She's been there, done that, and does it all very well."

Acting Commander Cordeiro-Bennett then, addressed her new work force. "To the men and women who have participated in the transition effort, and to those of you who will continue to be valued members of the DDSI organization, I want you to know that I am very proud to have the opportunity to be a part of the Defense Distribution Center's 23rd distribution depot. It has been a challenging and rewarding effort to see Defense Distribution Depot Sigonella, Italy evolve from a vision and operational concept into a full-fledged distribution depot with a clear and important mission in support of the Mediterranean region." Cordeiro-Bennett concluded, "I look forward to continuing to build valuable relationships with both customers and our many partners in providing superior distribution support to America's Armed Services." ♦

DLA-P Conducts Training Conference

By Van Siegling
DLA-Pacific
Customer Support Representative

Lt.Col. Christopher Iskra, DLA-Pacific commander, brought together all 22 members of the DLA-Pacific command for a week of comprehensive training in February in Tokyo, Japan. Representatives from the DLA headquarters Customer Operations and Readiness directorate (J-4), DLA Support Services-Pacific, and Customer Support Office-New Cumberland, Pa., actively participated in the conference as well.

Iskra presented the Command Update and introduced the new DLA-Pacific Strategic Plan. Lt. Col. Thomas Schorr, DLA-P Korea Commander, and Lt. Col. George Sandlin, DLA-P Hawaii Commander, then reviewed the achievements and challenges facing their respective commands. Each DLA-P Customer Support Representative and Liaison Officer reported on their top issues and success stories for 2003. Don Ellis, DLA-Pacific Korea deputy commander, provided an informational briefing on the importance, especially in an overseas command with extensive personnel turn over, of ensuring conti-

nunity of operations, focusing on how to best develop and maintain continuity books.

Several senior leaders from J-4 updated the command on current DLA initiatives. Col. Lenny Petrucci, Lt. Col. Dennis Crimiel, Don Neri and Barbara Shaffer engaged the audience with an overview of the new J-4 and DLA's support to Operation Iraqi Freedom and Operation Enduring Freedom, along with updates on the DLA Strategic Plan and the CRM, BSM, Executive Agency and RFID Tag programs.

Crimiel joined in a comprehensive review and discussion of DLA-Pacific planning and exercise operations. Neri participated in a well received, wide ranging discussion session with the CSRs, where he presented the status of the DLA CSR Certification program.

Darlene Ferrante led a team of specialists from CSO-New Cumberland that gave formal presentations, conducted individual counseling and answered numerous questions regarding the unique requirements of overseas civilians. Many attendees remarked that having Human Resource experts available for "one-on-one live interaction"

was one of the highlights of the conference.

Allison Shinn-Yuen and Sid Ikehara from DSS Pacific provided informative briefings to complete the required training on Information Assurance and Personnel Security and Security Awareness. Master Sgt. Jonathan Adams conducted the annual required training on Code of Conduct and Geneva Convention.

On Feb. 11, the conference attendees traveled from Tokyo by bus to Yokosuka Naval Base, where they received informative mission briefings from the Defense Distribution Depot Yokosuka Japan Team, led by Cmdr. Kent Vredenburg, and a tour of their extensive distribution facilities. The DSCP Pacific team of Paul Kitchen, Darrell Moses and Glen Martin then presented several excellent briefings on DSCP-Pacific programs in the theater, focusing the success of their Prime Vendor support.

Iskra recognized Maj. Phillip Woody, the DLA-P LNO to U.S. forces Japan, for his great job organizing this year's highly successful conference. ♦



Members of the DLA-Pacific command met for a week of comprehensive training in February, in Tokyo, Japan. Representatives from the DLA headquarters Customer Operations and Readiness directorate (J-4), DLA Support Services-Pacific, and Customer Support Office-New Cumberland, Pa., actively participated in the conference as well.

Preparing to Lead During Transformation

By Joy Kress
DLA Public Affairs

Leadership is the ability to guide or direct a team. Leadership during the Defense Logistics Agency's transformation is about guiding employees and customers through impending changes in the Agency's organization and shift in operation.

In order to make the transition as smooth as possible, employees have begun attending courses on how to become better leaders and team-builders in times of change.

Employees from DLA Support Services and the Defense National Stockpile Center embarked upon this journey Jan. 27, when they attended a three-day leadership conference in Fairfax, Va.

Facilitated by Quiet Power Inc., presenters Karen Mantyla and Debbie Stelmacki brought insights into how those in leadership positions can begin to recognize team dynamics and promote better customer service as their organizations undergo realignment.

DLA is looking to improve supervisory and leadership capabilities as a whole, according to DSS Deputy Director Regina Bacon. As a result, DSS, as well as other DLA activities, are putting more emphasis on leadership training and building leadership skills and capabilities.

The conference encouraged participants to brainstorm about how the planned activities would best suit their organization's needs. With a personality test, exercises and briefings, employees learned how to determine different personality types in order to implement effective team management.

"Greater accomplishments occur when people work together in a team environment," Stelmacki said. "That



Debbie Stelmacki, Quiet Power Inc. facilitator, brought insights to DSS leaders on recognizing team dynamics and promoting better customer service for the DSS realignment. (Photo by Joy Kress)

is why it is important to look for every opportunity possible to enhance productivity and to also focus on things that detract from team performance."

To craft a more DLA-centric seminar, DLA Vice Director Maj. Gen. Mary Saunders briefed the group at the beginning of the conference, discussing the challenges leaders will face during transformation.

"When people are in a constant state of change they can get really irritated," Saunders said. "You have

to help pull people along in the process, especially when you live in an environment when you have no idea what is going to happen. How do you build in the flexibility, the process and the leadership skills so people are constantly finding out how to do their jobs better?"

As DLA is focused on lending support in the global war on terrorism, joint war fighting and military transformation, Saunders emphasized that the Agency must learn to cope with change while keeping employ-

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Lead, from page 25

ees and customers secure, satisfied and productive.

"When you look at transformation," Saunders explained, "we are looking at transactional relationships and real partnerships. We must be customer-driven because sometimes we are still convenience-driven. We need to focus on One Enterprise and really create a DLA culture. With the high level of support we bring to the services, we can't afford to have any inefficiencies.

"To be successful here, now and in the future, we need the ability to stay focused and improve customer service and distribute performance data widely so that people understand what they are contributing to — that they understand the whole picture. We need to be externally focused and promote life-long learning."

Targeting team dynamics in the first two sessions, Stelmacki incorporated Saunders' message into exercises dealing with identifying potential problems and their affect on levels of team performance, as well as underscoring the effect environment can have on overall

productivity.

Through the use of DiSC, a personal profile system similar to Myers Briggs, participants were able to identify major personality types and work behaviors, to assess how to work more effectively with a wide range of people.

According to Stelmacki, more than 6 million people have taken the DiSC profile to determine their leadership capabilities in both normal and stressful situations. The test is not meant to reinforce stereotypes, but instead to create awareness about factors contributing to the way a person behaves. This awareness enjoins people to work toward mutual respect, trust, and the willingness to adapt and be flexible.

"It is all about the choices we make that enhance team relationships and work environments," Stelmacki said. "The goal is the team and what you can do to support your team. That's the greatest thing about being a human; we can always change our behavior to find new ways to capitalize on our strengths and weaknesses in the workplace."

With lessons in team skills, con-

sensus building, breaking down barriers, customer communications and customer service, the conference created an atmosphere for employees to focus on their specific office goals in addition to DLA's overarching mission to support the warfighter.

The topics aimed to meet Saunders' challenge to welcome change and adapt to new methods to transform the work force. Equipping teams with the right skill sets and thinking processes will ensure necessary changes can be made in the way business is handled.

"What we need from you," Saunders requested, "is for people to lead at every level. Very often, informal leaders have more influence than formal leaders. Remember that good is the enemy of great. The services love us, but it is very easy to become complacent and depend on yesterday's victory for success tomorrow. We need to adapt because the military services are changing, and the processes that might have been so successful for us in the past, might not be the ones that will be successful for us in the future." ♦

New Alliances Improve Working Relationship Between DLA, Suppliers

By Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office

The first Strategic Supplier Alliances for wheeled vehicles have been put into action at Defense Logistics Agency headquarters.

The two new alliances were signed Nov. 3 and 4, 2003. DLA Director Vice Adm. Keith W. Lippert, SC, USN, and U.S. Army Tank-Automotive Command Commanding General Maj. Gen. N. Ross Thompson, USA, signed the contracts along with key representatives from AM General LLC and Oshkosh Truck Corp.

"The SSA is an agreement to work together and to work better and smarter," said Lori Spang, a con-

tracting officer with the Defense Supply Center Columbus, Ohio, Land-Based Weapon Systems Group. "It's an agreement to discuss strategies and issues."

The Strategic Supplier Alliance between DLA, TACOM and AM General LLC, of South Bend, Ind., was officially put into place Nov. 3, with the signature of Edmond Peters, president of AM General LLC, Defense. AM General LLC is the sole manufacturer of the High Mobility Multipurpose Wheeled Vehicle, or HMMWV (Hummer), a weapon system that has 15 configurations. The company provides parts, services and technical support for the vehicles as well as for the Hummer H1, M939, M809, M915, and the M35/44 families

of trucks.

The SSA with Oshkosh Truck Corp. was officially kicked off Nov. 4, when it was signed by John Stoddart, president of Oshkosh Truck Corp., Defense. Besides being the sole manufacturer of the Heavy Expanded Mobility Tactical Truck (HEMTT), Oshkosh also manufactures the Palletized Loading System, the Heavy Equipment Transport System (HETS) and the Logistics Vehicle System, all of which are supported by DLA.

The purpose of the SSA is to state the commitment and desired benefits of the stakeholders (DoD government activities) and each alliance organization in order to partner and outline objectives of the relationship to develop strategies, improvement opportunities and metrics.

The ultimate goal, of course, is to improve support to the warfighter. This is accomplished by

entering into a partnership between interested Department of Defense activities and key suppliers that fosters improved demand planning, the development of a simplified pricing model, the reduction of production lead times, the minimization of obsolescence issues, and the institution of cost-price savings incentives.

DLA's initial SSA in June 1999 was with the Honeywell Corp. This alliance provided a significantly more efficient and economical procurement and logistics support strategy for sole-source spare parts than did earlier commercial or noncommercial order strategies. Through this alliance, DLA was able to improve wait time, reduce inventory and lower prices for its customers. At the same time, DLA and Honeywell were able to realize procurement administrative efficiencies from the long-term contract. ♦



DSCC Commander Rear Adm. Linda Bird, SC, USN, (far right) talks with Carter Hamilton of AM General LLC plant operations during a recent tour of the company, which is the sole manufacturer of the High Mobility Multipurpose Wheeled Vehicle, or HMMWV (Hummer). The company recently signed a Strategic Supplier Alliance with DSCC. Also touring the plant in South Bend, Ind., are (from left) Shirley Spratt, DSCC HMMWV Core team chief; Bill DeNolf, DCMA QAS intern; Army Lt. Col. Michael Lindsay, commander DCMA, South Bend; Mark Whalen, general manager AM General SPLO; Tom Webb, DCMA work leader; Army Col. Milton Lewis, director, DSCC Land-Based Weapon Systems Group; Rick Morris, DCMA contracting officer; Hamilton; Lori Spang, DSCC contracting officer; Army Maj. Shawn Gresham, chief DSCC Wheeled Vehicle Support Team. (Photo courtesy of AM General LLC)

DLA Plays Key Role in Improving Logistics Support of Net-Centric Warfare

By Jim Katzaman
DLA Public Affairs

One of the Defense Logistics Agency's biggest challenges is to get actionable data to users precisely when they need it, and the key is a robust network for logistics information flow. That was how Mae De Vincentis, the Agency's director of information operations and chief information officer (J-6), has described DLA's role within the overall vision of network-centric warfare and real-time logistics support.

De Vincentis was invited to address related DLA accomplishments and challenges Jan. 21 at the third annual Network Centric Warfare 2004 conference in Washington, D.C. Sponsoring the event, the Institute for Defense and Government Advancement, brought together individual speakers and panels of military, government and defense industry practitioners and supporters of cutting-edge net-centric warfare concepts.

The term "net-centric warfare" broadly describes the combination of emerging tactics, techniques, and procedures that a fully or even partially networked force can employ to create a decisive warfighting advantage. The conference addressed ways to use the power of the network to produce increased situational awareness and greater operational effectiveness in-theater.

After first highlighting the Agency's critical warfighting support roles, De Vincentis focused on DLA's on-going transformation and the impact of the network on real-

time logistics operations. To set the stage, she talked about how much logistics has been evolving since the first Gulf War. At that time, she recalled, "infamous mountains of material" were sent to Saudi Arabia and then sent back because the items duplicated earlier orders or simply couldn't be found and passed to the troops in time. As a result, she said, "After the war, DoD focused intensely on improving asset visibility en route."

One of the most significant results of this emphasis on greater awareness of available or enroute supplies was a program called Joint Total Asset Visibility, or JTAV. "Although it was a significant improvement," De Vincentis said, "it certainly did not provide everything warfighters need to enable real-time logistics operations. It has been a great tool, but we're going to replace it with a more robust capability."

She said JTAV will be folded into an on-going initiative called the Integrated Data Environment, or IDE, "which will provide the means to enable easy interchange of all sorts of logistics data across DoD. It will include JTAV's capabilities by the end of fiscal 2005 and will also enhance those capabilities over time."

IDE starts within DLA and is being prototyped with selected DLA customers. The system will be used across DoD later in the decade. This system, De Vincentis said, "will support similar programs in DoD to help develop the desired logistics operational picture and last tactical mile support."

De Vincentis emphasized that

"ultimately our toughest challenge is to deliver communications bandwidth to the foxhole to support information flow to the on-scene decision makers -- what DoD CIO, John Stenbit, calls "Power to the Edge." That "last tactical mile," De Vincentis added, was strongly emphasized in a recent focused logistics exercise involving senior logisticians from across all elements of the Department of Defense.

With IDE on the horizon, and when combined with expanding use of radio frequency identification, which uses electronic tags to track supplies from supplier to customer, De Vincentis expects to see great progress in logistics support in the next few years. "Customers will have confidence that the information they receive is legitimate," she said, "and they won't feel compelled to protect themselves by hitting the Enter button to order more supplies than they need. These and other initiatives being worked throughout DoD will enable them to have 'sense-and-respond' logistics support that will truly keep up with operational needs.

"This sense-and-respond logistics support is the 'to-be' environment we all want to get to," she said. "Even with all the enhancements ongoing at DLA and elsewhere in the department, until we can integrate information and deliver it to the warfighter, we're not doing all we should as logisticians. But through increasingly networked logistics enterprise integration we're well on our way to giving our warfighters what they need." ♦

ICAF Students Gain New Awareness from Supply Chain Management Day

By Kristin Guss
DLA Public Affairs

Students from the International College of the Armed Forces had the opportunity Feb. 6 to broaden their understanding of Supply Chain Management at Defense Logistics Agency headquarters during DLA-ICAF Supply Chain Management Day. Agency Vice Director Maj. Gen. Mary Saunders hosted the event.

This conference, conducted by ICAF in partnership with DLA, was intended to educate a select group of ICAF students in the theory and practice of logistics and supply chain management. It provided an opportunity for representatives of academia, industry and government to exchange information, examine best commercial supply chain practices and learn from experts successfully using those practices within the defense logistics arena.

"We are going to need plenty of brainpower to figure out, individually and collectively, how to move forward. We have a lot of challenges ahead of us," Saunders told the group. "What you are learning, you don't leave in the closet. We need you to take advantage of all the educational opportunities you have here."

ICAF students had the chance to listen to a variety of distinguished speakers throughout the day, including Timothy J. Wholey, vice president of enterprise supply chain management for Raytheon; Larry Maloney, vice president of Menlo Logistics; and Jim Krikau, director of performance transformation at MSX International.

"Dealing with risks is the normal operating state" for many business enterprises today, said Debra Elkins, research program manager at General Motors Research. "You must build a focused cross-functional team of risk experts to make rapid progress," she told the group.

The Industrial College of the Armed Forces is part of the National Defense University. The NDU was formed after World War II to meet the growing need for continuing educa-

tion for leaders of America's armed services and for closer ties between the military services, private industry and institutions of higher learning and research. The mission of ICAF is to prepare selected military officers and civilians for senior leadership and staff positions by conducting postgraduate, executive-level courses of study, and associated research, dealing with national security strategy and the resource

component of national power, with special emphasis on acquisition and joint logistics and their integration into national security strategy for peace and war.

The ICAF faculty is made up of military officers from all five military services and civilian academics who are experts in their field. About 58 percent of the student body of ICAF is composed of representatives from the various military services. Students also come from the Department of Defense, Department of State and other federal agencies and from private industry and international military services. Graduates of the ICAF program receive a master of science degree in national resource strategy.

Saunders told the ICAF students that she is a great supporter of continuing education for the military and a "true believer in DLA working with the services." She stressed the need for cooperation between DLA and the various services to accomplish improved logistical support. "We have moved from being joint officers to working in a joint environment," she said.

Saunders also emphasized the importance of paying attention to trends in order to stay abreast of a rapidly changing world. "All of us are in the midst of transformation, but the world will not wait while we change," she noted. "We have turned the corner and

are looking at a different revolution ... we are in the service and IT arena."

Saunders stated that technology, although important, is not the only key to improving DLA's support to the warfighters. "We have all sorts of technology," she said. "The cutting edge will be what our people do with the technology." ♦

*"What you are
learning, you don't
leave in the closet.*

*We need you to
take advantage
of all the
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opportunities you
have here."*

*- Maj. Gen.
Mary Saunders*

The Defense Logistics Agency Wants You!

By Kristin Guss
DLA Public Affairs

The Defense Logistics Agency has always appreciated the support it receives from the military reservists on its staff. In fact, the Agency likes reservists so much, it wants more of them. That was the message of the staffers in the DLA headquarters Joint Reserve Force directorate (J-9) who took DLA's traveling exhibit to the Reserve Officers Association conference held at the Washington Hilton Hotel in January.

The Reserve Officers Association, headquartered in Washington, D.C., supports the interests of military reserve officers from all services. The association acts as a lobbying organization to represent reservists in Congress. The ROA also provides reservists with a range of professional and personal benefits including professional development workshops, mentoring programs and a career center.

The ROA's annual mid-winter conference and military exhibition brings together high-level speakers from the various military services to discuss issues of current interest to military reservists. The conference also hosts a variety of exhibits related to reservists' professional and personal concerns. This year's exhibition featured over 70 displays ranging from Boeing, manufacturers of military aircraft and combat vehicles, to the Army Historical Foundation and, of course, DLA.

The primary purpose of the DLA exhibit was to make military reserve officers aware of opportunities that exist for reservists at

DLA. "We're always looking for good people," said Celia Adolphi, deputy director of J-9. "We wanted to use the ROA conference to do that...It's a way to reach reservists from all services from all over the country. Our purpose was to educate the reserve community on DLA's mission and role in support of the military services."

Brig. Gen. John Levasseur, USAR, the J-92 deputy director of Reserve Operations, underscores the importance of recruiting talented reservists for DLA. He suggested the ROA conference as a potential recruiting venue. He describes the ROA as a "very information flowing organization" and a good way to reach reserve officers from all over the United States. "We are trying to recruit from all services, nationally as well as in the Washington, D.C., area," Levasseur says. "We are telling reservists that there are DLA opportunities in their geographical areas."

Evidently, having the DLA exhibit at the conference paid off. "Sunday was our most successful day because we met a large number of reservists and ignited an interest in DLA," said Lt. Col. Iris Bulls, USAR, who arranged to have the DLA exhibit at the conference. Maj. Deborah Sull-Lewis, USAFR, one of the DLA reservists who staffed the exhibit, was also happy with the exposure DLA was getting. "We've been talking to reserve officers who stopped by, telling them about DLA's mission and the opportunities for reservists within the Agency. People have been signing up to receive more information about those opportunities."

DLA does have plenty of opportunities for reservists looking for positions that offer career progression. The Agency has approximately 600 spaces for reservists within its headquarters at Ft. Belvoir, Va., and its field activities. Current opportunities are listed on the DLA web site at <http://www.dla.mil/reservelink/>

Levasseur stresses the necessity of an ongoing commitment to recruiting reservists for DLA. "In the case of active duty military staff members, the commander fills the vacancies," he says. "With reservists, it's different. We must recruit our own people. We need to recruit reservists as a matter of standard procedure."

"Seventy-five percent of reservists come to a unit because someone told them about a vacancy...they come as a result of personal recommendations," Levasseur continues. "We must make every effort to let reservists know that we need people from all the military services and that DLA has a lot to offer them."

Lt. Col. Daniel Thomas, USAR, who works with the Defense Supply Center Philadelphia, Pa., is certainly satisfied with his position. "When I came to work at DLA, I didn't really know what the Agency did. But now I've been with DSCP since 1999 and I'm very happy. I know that DLA will continue to keep up the good work in supporting the warfighter."

So why not help spread the word? If you know a reservist who's looking for an assignment, tell him or her about DLA. Interested reservists can contact J-9 or go to the web site for information about current opportunities. ♦

Studer is Director of DLA Support Services

Ella E. Studer became Director of Defense Logistics Agency Support Services in February. She is responsible for the integration of support services in base contracting; environment, safety, and health; installations; security; protocol and special events; multi-media support across the Agency and the administration of the Defense National Stockpile Center.

Studer was previously assigned as the Staff Director, Corporate Planning, for DLA Support Services at DLA Headquarters, Fort Belvoir, Va. In that capacity her duties included the development, management and measurement of the Enterprise Strategic Plan, Balanced Scorecard, and Business Plan. Prior to this assignment Studer attended the

10-month Senior Service School at the Industrial College of the Armed Forces, Fort Leslie McNair in Washington, DC., where she earned a master of science degree in National Resource Strategy.

Before attending the Industrial College of the Armed Forces, Studer was the Director of Contract Technical Operations at the Defense Contract Management Agency. Her responsibilities included management of 33 multi-functional contracting professionals in complex technical areas such as quality assurance, production, software, engineering, safety, packaging, and transportation. She also played a key role in establishing new strategic policies and procedures for improving DCMA mission and customer support by designing and implementing new metrics for measuring business objectives. She managed the transfer of host nation contract administration functions from the Office of the Under Secretary of Defense to DCMA. Ms. Studer also negotiated DCMA's role as the Defense Department's representative for quality assurance on the North Atlantic Treaty Organization's international quality committee.

Studer also led the process action team to implement Deputy Secretary of Defense's Management Reform Memorandum #10, Redesigning Department of Defense Source Acceptance Policies and Procedures. At a previous assignment Studer was the Deputy Commander of DCMA Israel for three years. She was responsible for overseeing contract management operations, including resource management, strategic business planning, unit self-assessment, and day-to-day employee management. In this capacity, Studer served as the principle liaison to Israel's Ministry of Defense and the U.S. Embassy.

Studer has held various quality-assurance positions in both Dayton and Cleveland, Ohio. She served in the Air Force and Ohio Air National Guard as an aerospace ground equipment technician.

Studer holds a bachelor's degree from Malone College and a Master of Science degree from the Industrial College of the Armed Forces.

Studer has received numerous awards, including the DLA Exceptional Civilian Service Award; DLA Meritorious Civilian Service Award; Outstanding Employee of the year, Defense Contract Management Agency-International; Vice President Gore's Hammer Award for Leading MRM #10, and several Sustained Superior Performance Awards. ♦



Ella M. Studer, DSS Director (Photo by Thomas Wilkins)

Reserve Spouses Both Deploy with DLA Contingency Support Team

By Marcia Klein
DLA Public Affairs

Patricia and John Enderton don't come across as risk takers. They appear calm and unassuming. The couple are grandparents several times over, with two new grandchildren on the way. But, there is one catch; there aren't too many grandkids that couldn't go visit grandma and grandpa because they were deployed to Afghanistan.

The Endertons deployed as reservists last fall to the front lines of Operation Enduring Freedom, to Bagram Air Field, Afghanistan, as part of a Defense Logistics Agency Contingency Support Team.

Both are chief petty officer storekeepers in the Navy Reserve and government employees at Hill Air Force Base, Utah. They volunteered for this deployment, and are glad they did. "It gives you a much better idea of what the people who are out there on the front all the time do. It makes your Reserve experience a little more worthwhile and I think everybody should have at least one deployment like this," said John. "You gain a completely new perspective and a great appreciation for our troops. As senior enlisted, it also helped both of us to identify areas where more training is needed to be prepared for deployment."

Patricia said her desire to deploy stemmed in part from what John had told her about his earlier deployments. "I wanted the experiences that he had from them. [John] said that his previ-



Navy Reservists John and Patricia Enderton are members of different Reserve units but deployed at the same time to Bagram Air Field, Afghanistan, as part of the DCST there, providing on-the-spot logistics support to Combined Joint Task Force 180. (Photos courtesy of John and Patricia Enderton)

ous deployments were very rewarding – to know that you have made some contribution to the defense of our country,” she said. “After this deployment to Afghanistan, I hold the full-time military members in the highest respect. They are there for the long duration ... they are my heroes and I’m glad I was able to contribute to this mission.”

Ironically, John’s brother, Russ, who is in the Army and assigned to Patch Barracks, Stuttgart, Germany, was deployed at the same time, to Bagram as well. “There were actually more Endertons in the Bagram e-mail address list than there are in the phone book where we live in Utah,” John laughed.

It is definitely not the norm for spouses to be deployed together, but John and Patricia did all they could to make it happen. “While we have known each other for 14 years, we have actually only been married for two and a half years now, so we decided that if we were to go, we would have to go together. We got together so late in life that we really did not want to spend a long time apart,” John said.

Both said, for the most part, they felt being deployed together made it easier on them, although it also made them better appreciate their life at home. “It certainly is strange to see your wife every day dressed in desert camouflage uniform and carrying a 9mm handgun. It is very different than living together at home,” John said, adding “I’m not sure it has changed our outlook except to make us more grateful that we are together as much as we are. We realized how lucky we were to be together, since there were so many married people over there who hadn’t seen their spouses in months.”



Patricia Enderton hugs a young Afghan girl, a patient at the hospital established for humanitarian purposes at Bagram Air Field by the Egyptian Army. Enderton said toys and other gifts and supplies were sent for the children through the efforts of another DLA team member at Bagram.

As members of the seven-person DCST at Bagram, John and Patricia were able to give the combatant commander immediate assistance from their respective areas of expertise. Their team supported the Combined Joint Task Force 180, the Joint Logistics Center, under the auspices of the Army’s 10th Mountain Division, in its logistical support for the warfighters serving on point in Afghanistan.

The contingency teams were created by DLA as a result of lessons learned from Operations Desert Storm and Desert Shield, during the first Gulf War. The teams are geared to address the specific needs of each combatant commander, and provide immediate, on-the-spot assistance for all classes of supplies and services provided by DLA, including fuels management, subsistence, disposal reutilization and marketing. Currently more than 40

DLA employees are deployed to teams in Afghanistan, Kuwait and Iraq, with about 50 more working individual or small group assignments for the U.S. Central Command’s Deployment and Distribution Operations Center and the Coalition Provisional Authority.

John’s Reserve unit is DLA Disposal Remediation Team-3, out of Salt Lake City. He deployed in September 2003 to serve as the military liaison between hazardous waste accumulation points and contractors removing the hazardous material from the area of responsibility. “I was responsible for the removal of hazardous wastes from five different sites: Ganci Air Base, Kyrgyzstan; Kharshi Air Base (K-2), Uzbekistan; Shahbaz Air Base, Pakistan, and Kandahar and Bagram air fields, in Afghanistan,” he said. “We’re talking about waste fuel oils,

petroleum products, waste fuels – they go through a lot of batteries, too. Anything that was a hazardous material usually ends up being a hazardous waste at one time or another.”

John articulated how complex the logistics of removing waste in a foreign country during an ongoing military operation can be. “It’s very, very difficult to get the contractors to get everything together, to get the trucks in. They have a hard time moving around because it’s still dangerous. They won’t move at night,” he said, adding that any movement off the established bases had to be within a military convoy, and meet minimum requirements for security.

Although John’s deployment duties fell outside his civilian job as a physiological trainer/technician, responsible for maintaining altitude chambers and ejection seats, Patricia normally works with repair parts, called Class IX in the military system, in her job as an item manager at Hill. At Bagram, although she was still dealing with the supply system, there she was responsible for Class I (subsistence) supplies, and found it to be an on-the-job training experience. “There are a lot of different issues they have with transportation problems ... just because it’s such a remote area. The work I did was mostly in emergency situations – helping them locate it and expedite it and set up emergency deliveries,” said Patricia, who deployed with DLA Distribution Operations Team-Salt Lake City.

While John worked primarily with contacts in Germany if he needed assistance outside of Afghanistan, Patricia usually had to deal with personnel back in the states, and with a nine-and-a-half hour time difference, that meant late nights to get the food where and when it was needed.



John Enderton checks out an abandoned Soviet cargo plane at the aircraft junkyard at Bagram Air Field, Afghanistan.

Patricia said she didn’t mind the long hours, because she understood the importance of what she was doing to support the troops. “I really appreciate all those young men and women out there who were there for the long haul. Those kids are out there for a long time and they work hard.”

While they did not encounter the same conditions as the troops on patrol, there was the occasional ordnance problem. “There was one rocket attack while we were there,” John said. “We didn’t actually hear it, but were told to take cover afterwards,” Patricia added. “We did spend the night in the bunker, though,” John said, as Patricia commented on how cold that night was underground in the cement-

block constructed bunkers.

The Endertons are back home now, able to visit with their grown daughters and their husbands, and the six grandchildren, but both said they would sign up again for a deployment like this one. John said he has already volunteered for deployment to Iraq for January 2005. Patricia believes both military and civilians who have the opportunity to deploy should take it.

“You see first hand your country’s finest military and civilians pulling together to defend our country. You will see how other nations live and the struggles that they live day to day, and you learn to appreciate your country. There is no greater country than the United States.” ♦

Contingency Team Members Aid Children Overseas, Meet Celebrities

By Brenda B. McCormac
Defense Supply Center Richmond
Public Affairs Office

Civilian and military employees from Defense Supply Center Richmond, Va., are bringing back war stories from Iraq, Afghanistan and other countries, where they worked side by side with U.S. military forces as part of an elite logistics support staff.

While overseas, the employees encountered film stars and political figures, aided children in country, and at times came under enemy fire.

During the winter months, almost a dozen DSCR employees were deployed overseas with the Defense Logistics Agency Contingency Support Team. They ensured the warfighter knew what logistics items and support were available and helped resolve supply issues quickly.

"I've got it in my blood now," said Phillip LaBranche after his second DCST tour. "I'm ready to go again. Each tour gives you a different perspective and a chance to experience a different culture."

LaBranche served in Kuwait through November 2003. "I provided logistical support to coalition forces from Poland, Ukraine and Italy, equipping them with supplies and equipment to go out in the field," he said. "You have a real sense of accomplishment and can see the results of your work in this scenario."

Occasionally there was a break in the long work hours and USO shows provided entertainment. LaBranche had a photo taken of his team with Arnold Schwarzenegger, saw Bruce Willis at a distance, and rode a camel at Camp Arifjan, Kuwait.

Diane Ball returned in January from an assignment that began in Uzbekistan in September 2003, and continued with her deployment at Bagram Airfield, Afghanistan, where she worked with coalition forces and the 10th Mountain Division from Fort Drum, N.Y. "I worked with different classes of DLA

material trying to get the warfighter everything they needed," she said.

"I really enjoyed working with our young military soldiers in Afghanistan. I could see their dedication and commitment," Ball said. "America can be very proud of our military. It was a great experience seeing how the DCST work helped the military in their day-to-day efforts."

Ball had a brush with political celebrities when she met Sen. Hillary Clinton of New York, and Sen. Jack Reed of Rhode Island, when they visited Afghanistan at Thanksgiving.

Air Force Capt. Whitney Sherrill was assigned to the Army's 101st Airborne Division in the northern city of Mosul, Iraq. He was the point man for DLA-managed items and the single point of contact on the ground with the 101st customer. Sherrill was involved in all types of supply issues, from specific

weapon systems such as the M1A1 Abrams tank, Apache helicopters and Humvees, to uniforms, boots, and construction material, such as lumber and concertina wire.

In an e-mail sent about six weeks before his return to DSCR, Sherrill wrote, "My presence allows the customer to have what I call a 'window' into DLA's wholesale logistics process, where I can educate customers and answer DLA-related questions, while providing expedited service requests when the customer has a critical mission requirement that must be met. I'm also available to CONUS-based item managers when they have questions for my customer who is 7,000 miles away in the middle of the Iraqi desert. I often locate individual units and act as a liaison between the customer in the field and DLA personnel."

Improved communication links

See Children, page 36



Maj. Melvin Wilson, an Army reservist, is a DLA Contingency Support Team representative in Baghdad, Iraq, with the 1st Armored Division. "Whatever the soldiers need here, I will give them 150 percent," said Wilson. "Anywhere I can help is where I need to be." (Courtesy photo)

enable team members to contact supply center personnel in the United States for updates and status of items, if necessary.

"I was in constant contact with all the Emergency Supply Operation Centers in DLA, attempting to maintain the highest supply availability of aircraft parts," LaBranche said.

As mentioned in news reports almost daily, U.S. personnel in Iraq and Afghanistan are often subjected to hostile situations. However, the members of the DCST took this in stride.

"Fear never entered my mind," said Ron Jackson, a civilian who was deployed to Mosul, Iraq, from August to November 2003. "As a former soldier, I

know freedom is not free. The soldiers in Iraq are providing the freedom for us to enjoy. I feel fortunate to have this opportunity and hope to make a difference."

The team members from DSCR have also become involved in the communities where they are working. For example, Vera Rhyne, serving in Kosovo, began a lay ministry. Brenda Gee participated in gathering schools supplies for children in Kosovo, and Diane Ball organized a toy drive at Bagram, Afghanistan, to provide toys to children traveling there for medical treatment.

"I know that several schools have been refurbished, playgrounds erected

and the civil infrastructure such as electricity and water are improving with each passing week," Sherrill said. "For the first time in over 30 years, locals can live without the oppression of Saddam, and this country and ours, as well as the rest of the world, [are] better for it."

The Defense Logistics Agency created the DCSTs to serve as the point of contact for commanders conducting contingency operations regarding all the products and services DLA provides. DCST team members are volunteers from active duty and reserve military services, and the civilian workforce. An assignment on a DCST can last between four and six months. ♦

Richmond Leads Training for Environmental Partnerships

By Andrew Gootee
Defense Supply Center Richmond
Public Affairs Office

Defense Supply Center Richmond, Va., is training environmental professionals from the Mid-Atlantic states on the benefits of partnering with local communities to develop and improve their environmental management systems. Federal installations must develop an environmental management system to review and document their products and activities that impact the environment.

DSCR is collaborating with several local governments and the Commonwealth of Virginia to share lessons learned in the EMS development process. The approach is a pilot program within the Department of Defense. DSCR hosted training in February for about 50 representatives from Department of Defense installations in the U.S. Environmental Protection Agency region for Delaware, Washington, D.C., Maryland, Pennsylvania, Virginia and West Virginia, to share experiences on ways to decrease the environmental impact of operating activities.

The Environmental Protection Agency asked Jimmy Parrish, DSCR's EMS management representative, to conduct the partnership training within the region and Parrish taught a session at the February training conference, and another in Philadelphia in June. The EPA Region 3 Office of Enforcement, Compliance and Environmental Justice sponsored the training sessions. According to Jose Jimenez, a

federal facility coordinator at Region 3, there is an "EMS emergency with federal facilities." Jimenez said many federal facilities are not making progress in developing their EMS and are in danger of missing the December 2005 deadline.

Jim Edmond at the Naval Air Station Joint Reserve Base just north of Philadelphia attended training provided by Parrish. "EMS partnering is something that I will be taking back to my center," he said. "It will be a forum for us to use with the counties to help with our pollution-prevention efforts."

"This governmental partnership has grown to a point where we not only help each other with our individual EMS, but we have joined together to proactively address regional environmental issues as a unified group," Parrish said.

DSCR obtained funding for a pilot project supported by the Environmental Protection Agency, the Office of the Secretary of Defense and the White House to demonstrate whether an EMS can be used to improve the relationship between communities and federal facilities. DSCR and the local and state partners are developing a model to use their systems as a tool for information exchange, problem solving and good will with the community.

"For a small amount of money [for the pilot project], DSCR was able to obtain huge benefits," said Will Garvey, EPA Headquarters, Office of Compliance Enforcement. "By coordinating the EMS process with others outside the facility boundary, DSCR is showing its commitment to an open and effective effort to

address issues that affect the people and the environment around the facility. This type of effort serves as a model for other federal facilities.”

Used oil from vehicle maintenance facilities is one example identified by EMS analysis as a significant environmental issue for several organizations in the pilot program.

The EMS team from Chesterfield County, where DSCR is located, has shared its experience in handling used oil. The county’s used oil collection system speeds up the used oil handling operation, reduces spillage and burns the used oil for heat in the maintenance facility.

DSCR is one of the first field activities in the Defense Logistics Agency to begin an EMS. DSCR expects to have its EMS completed and independently certified about a year ahead of the December 2005 deadline. ♦



Randy Emory, fleet maintenance superintendent for Chesterfield County, Va., demonstrates a new system that reduces oil spills and speeds up collection of used oil. Defense Supply Center Richmond is a partner with local governments in sharing ideas about environmental activities. (Photo by Andrew Gootee)

School Volunteers Have Vital Mission

By Brenda Ryan
Defense Supply Center Richmond
Public Affairs Office

While the main mission of Defense Supply Center Richmond, Va., is to provide military customers around the world with the supply items they need, employees there also take pride in their contributions to local education programs.

DSCR has one of the largest, and oldest, school volunteer programs among federal agencies in Virginia. Center volunteers contribute an average of 6,500 hours to the schools each year, and civilian and military employees volunteer in four partnership schools, with approximately 65 volunteers taking part in an activity each week.

The partnership schools include Bensley and Bellwood elementary schools and Meadowbrook High School, in Chesterfield County, and G. H. Reid Elementary School, in the city of Richmond.

Volunteers tutor individual students and small groups, serve as “lunch bud-

dies,” work with after-school reading programs, set up and man stations for annual field day events, mark children’s hands with their bus number on the first day of school, and assist in the guidance and music departments and libraries.

The DSCR partnership schools have many students who live in a highly transient area. Some come from low-income or single-parent homes, and still others speak English as a second language.

“The opportunity to work with DSCR’s partnership program is one of the most richly rewarding experiences of my life,” said Berthel Miller, a weekly volunteer since the program began in 1992. “Children are our future. Sharing time, knowledge and patience in our children’s growth is a priceless lifetime memory. My inner rewards are immeasurable; I am able to give back to the community.”

Volunteers receive one hour per week to spend in the school of their choice, with 30 minutes to travel to and from the schools.

Other employees participate in spe-

cial projects or functions throughout the year. These events include Dr. Seuss Day, Read Across America, annual career days, transportation days, the Angel Tree project, multicultural presentations, and seminars on job interviewing skills and dressing for success.

Gail Oliver is a special project volunteer who has read in the schools many times. “Just today I had fun reading to a kindergarten class. The kids were so polite,” Oliver said. “They were interactive, with lots of questions about the book I was reading, on spiders. The kids really made me think as I proceeded through the book. I really enjoy reading in the schools and being a part of the partnership program. You never know when you have touched the life of a child in some special way.”

Betsy Berry, guidance counselor at Bensley Elementary, said, “There are so many ways our students benefit from our school’s partnership with the Defense Supply Center Richmond. Volunteers, in addition to working one-on-one with students, present special

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The school partnership program at Defense Supply Center Richmond reaches out to a local technical college and four public schools. DSCR employees provide Web page development training to a student.

programs to whole grade levels. For example, members of the DSCR Native American Special Emphasis Program Committee present, each November, a program to second graders who are studying Native American tribes and regions. They come in full attire and bring many wonderful show and tell items. No matter what we may need help with, DSCR is there for us. We can always count on them to come through.”

The partnership program also reaches vocational students. DSCR has presented Web site development training at a local technical center, where by the end of the training, the students had designed a Web page.

In addition to visiting schools, DSCR has invited schools onto the installation. The center offers job-shadowing days for students and teachers, including enabling hearing impaired students to spend time with employees who are also hearing impaired.

DSCR allows teachers from a local university to come in for a week during the summer and work with supervisors and employees, to experience the inner workings of a large business. The time the teachers spend at DSCR counts toward their accreditation requirements, and the experience gives the teachers food for thought as they prepare their

lesson plans for the following year.

Many employees have followed a student from kindergarten through the fifth grade. Sally Anderson, a volunteer since the program's inception, said, “For 11 years, I went to Bensley Elementary School to help the students with reading and math. For the first four years, I tried to follow a class from kindergarten

through the first grade. Each year I was able to be with several of the original students. It was interesting to see how some students were at the peak of their development in one area and underdeveloped in another. By the end of the school year, their skills were pretty much on the same level and very improved.”

Bensley Elementary School, located near DSCR's north entrance, is the original partnership school. Principal Bessie Cooper said, “That partnership has been sustained through a genuine commitment on the part of DSCR to reach out into the community by providing support, which has enhanced our students academically, socially and emotionally. Their participation has contributed greatly to Bensley's success. Bensley is now recognized as a high performing school. This partnership has provided meaningful and unique opportunities for our students, opportunities and exposure that they may not have otherwise had.”

The program has become the benchmark for other school partnerships in the state. DSCR's school partnership manager has assisted many other federal agencies in setting up educational partnership programs at their respective installations. ♦



Dr. Seuss Day is a popular event for volunteers in the school partnership program at Defense Supply Center Richmond. Jennifer Rivers reads to students. (Photo by Jackie Palmer)

Gallo, Baillie and Glasco Receive Distinguished Order of St. Martin

By Joy Kress
DLA Public Affairs

Retired Army Maj. Gen. Hawthorne Proctor presented the Distinguished Order of St. Martin silver medallions to three members of the Defense Logistics Agency's Senior Executive Service in February.

As former director of DLA Logistics Operations, Proctor nominated Director of Customer Operations and Readiness Larry Glasco, Executive Director of the Distribution Reutilization Policy Directorate Fred Baillie, and Executive Director of DLA Business Modernization Christine Gallo, for their major contributions to the logistics community.

According to the story of St. Martin, a young soldier in the Roman Army split his military cloak in half in order to give a piece of the garment to a beggar. The soldier was then commended for his charity and eventually became known as the patron saint of the quartermaster.

Though the title is usually reserved for Army senior field-grade officers, the honor is still considered symbolic for logistics warriors. On this principle, the distinguished order can be conferred upon those outside the Army and to those civilians who have made contributions to the field of logistics.

"What a great day to be back at DLA," said Proctor. "DLA is really the font of logistics and takes care of our soldiers, sailors, airmen, Marines and Coast Guard."

"I can say that I am not all that excited about

being out of uniform because there is so much that I left behind," Proctor continued, "but I know I left [the Agency] in good hands because this assembly I see around me helped me to recognize three great

Americans who have done more than just what was asked of them."

Referring to the Army value of selfless service to describe the recipients, Proctor presented Gallo, Glasco and Baillie with the silver medallions saying, "This award, this Order of Saint Martin, is just a symbol not only of excellence, but of service. Each one in his or her own life has given service to DLA, to this nation, and to the men and women who are in harm's way everyday. I want to thank you for all that you do."

The three nominees were found worthy of membership and were dully initiated into the solemn mysteries of the esteemed order of logisticians, according to the decree signed by Army Brig. Gen. Scott G. West, 48th Quartermaster general.

Glasco chose to accept the award for all of the people who have worked with him in Customer Operations and Readiness, while Baillie noted that the real significance for him was to be recognized by his peers and to honor the work of those who came before him.

"I am very lucky," Gallo said in response to her achievement. "I have had a wonderful career

because of the people I have worked with. It will be 15 years that I have been with the Office of the Secretary of Defense, and I am still astounded by and proud of the teamwork and quality at DLA." ♦

*"DLA is really
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sailors, airmen,
Marines and
Coast Guard."*

*- Retired
Army Maj. Gen.
Hawthorne Proctor*

Defense Logistics Agency Presents Business Alliance Awards

By Jim Katzaman
DLA Public Affairs

Saying “we’ve witnessed many amazing accomplishments in logistics support in the last 12 months,” Defense Logistics Agency Director Vice Adm. Keith W. Lippert, SC, USN, heralded 17 industry partners, customers and individuals at DLA’s Business Alliance Awards Ceremony in January. The awards recognize those who have demonstrated outstanding efforts to partner with DLA to complete the Agency’s mission to provide supplies and services to America’s warfighters.

Lippert presented the seventh annual awards during a luncheon at the Hyatt Fair Lakes in Fairfax, Va., where most of the top officials from the winning companies were on hand to accept the honors.

DLA’s primary role is to provide supplies and services to America’s military services worldwide and includes managing more than 4 million consumable items.

The director noted that the companies repre-

sented at the awards presentation, along with the rest of the Agency’s vendors, combined to provide \$25 billion worth of supplies to U.S. troops throughout the world, especially those engaged in Operation Enduring Freedom in Afghanistan, Operation Iraqi Freedom and the war on terrorism.

“We can only be successful in our support to the warfighter if we’re successful in working with our business partners,” Lippert said. “Today we recognize the best of breed -- a very competitive breed. These companies have stood head and shoulders above their peers in customer excellence. They have an outstanding commitment to customer satisfaction.”

With DLA services and support “dramatically increasing,” the director added, “new initiatives will put us at the forefront of supply management.” To that end, he said, “The marriage between DLA and industry is critical.”

Industry representatives and DLA customers were recognized in seven categories:

Vendor Excellence: Awarded to individual large, small, small disadvantaged, and/or women-owned small businesses that have demonstrated overall



DLA Director Vice Adm. Keith Lippert presented DLA’s Business Alliance Awards to 17 industry partners, customers and individuals who have demonstrated outstanding efforts to partner with DLA to complete the Agency’s mission to provide supplies and services to America’s warfighters. (Photo by Thomas Wilkins)

excellence in superior product quality, on-time delivery, superior customer service, reliability, dependability, consistency, and accuracy.

- ❑ Procurennet, Inc., (small business)
- ❑ Proper International, Inc., (large business)
- ❑ Benchmade Knife Company, (small disadvantaged business)

Innovative Business Performer of the Year:

Awarded to large, small and/or women-owned small businesses that have undertaken risks associated with innovative business practices (e.g., shared production, electronic commerce, prime vendor, quick response, etc.) and who meet the Vendor Excellence Award criteria.

- ❑ King Nutronics Corporation, (small business)
- ❑ Air British Petroleum, (large business)
- ❑ GTA Containers, Inc., (small disadvantaged business)
- ❑ Camel Manufacturing Company, (women-owned small business)

New Contractor of the

Year: Awarded to a large or small business that contracted for the first time with DLA within the period of consideration, and who meets the Vendor Excellence Award criteria.

- ❑ Dixie Chemical Company, Inc., (small business)

Outstanding Readiness

Support: Awarded to large, small, small disadvantaged, and/or women-owned small businesses that have provided extraordinary customer support, service/product directly to a crisis situation, in addition to the Vendor Excellence Award criteria.

- ❑ WATEC, Inc., (small business)
- ❑ Raytheon Company, (large business)

- ❑ Aspen Systems, Inc., (small disadvantaged business)

- ❑ Magnaco Industries, Inc., (women-owned small business)

Outstanding Javits-Wagner-O'Day Program

Vendor: Awarded to non-profit agencies (National Industries for the Blind-employing the blind, or National Industries for the Severely handicapped-

employing persons with severe disabilities) that exemplify Vendor Excellence Award criteria.

- ❑ Human Technologies, (NISH)
- ❑ North Central Sight Services, (NIB)

Customer of the Year: Awarded to the Department of Defense customer and the non-Department of Defense customer organization that exemplifies the highest degree of professionalism, meets or exceeds criteria in one or more other categories and clearly stands above the rest in its commitment to the Defense Logistics Agency.

- ❑ TRICARE Southwest and Central Tri-Service Business Office (Department of Defense Customer)

- ❑ Lockheed Martin Corporation (Non-Department of Defense Customer)

Commander's Choice Award:

Awarded to the non-DLA individual whose dedication and commitment to the DLA mission affects the quality of life for our men and women in uniform.

- ❑ Lt. Col. Van L. Poindexter Jr., Weapon Systems Support Flight commander, Pacific Air Forces Regional Supply Squadron, Hickam Air Force Base, Hawaii

Defense Logistics Agency provides supply support, and technical and logistics services to the military services and to several civilian agencies. Headquartered at Fort Belvoir, Va., DLA is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness or day-to-day operations. ♦

*"We can only be
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- Vice Adm.

Keith W. Lippert

DLA Prowler Team Receives High Praise from Navy

By John Foreman
Defense Supply Center Columbus
Public Affairs Office

The Navy recently commended a Defense Logistics Agency team for its support of a critical weapon system – the EA-6B Prowler aircraft.

The J52 (engine) team at all three DLA supply centers Defense Supply Center Columbus, Ohio; Defense Supply Center Philadelphia, Pa.; and Defense Supply Center Richmond, Va., have been working zealously for

the last year to make sure the aircraft has the parts required to keep the engines going, especially during Operation Enduring Freedom and Operation Iraqi Freedom.

The Navy Prowler is a high priority weapon system that provides a protective radar umbrella for air strikes and ground combat missions.

“No strike mission leaves the deck of an aircraft carrier without the Prowler running radar jamming interference,” said team member Len Bussard, of the Aerospace Weapon

Systems Group at the Defense Supply Center Columbus.

Keeping the Prowler flying is one of the highest readiness priorities of the Navy, and for DLA’s work, the Navy presented the Naval Air Systems Command’s annual Commander’s Award for Supporting the Warfighter Goal to the J52 Integrated Product Team.

In a letter announcing the award, Vice Adm. J.W. Dyer, USN, the Naval Air Systems commander, said, “Using proven methodology and metrics,



DSCC members of the J52 Integrated Product Team pose for a picture with DSCC Commander Navy Rear Adm. Linda Bird, during her visit to congratulate the team for their work on the project. The admiral and Len Bussard are holding the team’s symbol of the “Pink Pig.” Parts for the J52 engine were marked with this symbol so that Navy transporters could expedite their progress to the customer. Team members are (first row from left) Don Barber, Matt Carpenter, Brian McMenamin, Karen Harkins, Bird, Len Bussard and Bobby Phillips; (second row from left) Sara Finney, Joyce Keaton, Mark Shively, Dee Schneider and Anthony Carrico; and (third row from left) Dennis Wilkerson, Matt Kirk and Charles Peery. Not pictured is Henrietta Jones. (Photo by David Benzing)

your team was able to perform analyses, address barriers to effectiveness, and provide successful resolution measures. These measures enhanced engine availability and thereby increased the readiness of the EA-6B platform, allowing the warfighters to fight and win."

The team has some high hurdles to overcome in support of this particular weapon system.

"Since Pratt and Whitney no longer manufactures the J52 engine, new engines aren't available for pur-

chase. That's why our support to provide parts and find solutions to keep the older engines operational is so important," said Don Barber, a DSCC item manager for J52 critical parts.

"Due to some catastrophic engine failures just prior to recent Middle East operations, the Navy determined each engine had to have a thorough review and the turbo main shaft bearings had to be inspected and replaced if needed. During this inspection, numerous other parts were also found to need replace-

ment," said Barber.

Recognizing the team for their award during a recent visit to Aerospace and the J52 team, DSCC Commander Navy Rear Adm. Linda J. Bird, said, "In my previous assignment, I sat through numerous meetings with high ranking flag officers at the Chief of Naval Operations level concerning the J52 engine and Prowler readiness. I want to emphasize how important a readiness issue this is with the Navy and thank you for your efforts." ♦

Agency Partnership Improves Data Sharing

By Tim Hoyle
*Defense Logistics Information Service
Public Affairs Office*

The Defense Logistics Information Service in Battle Creek, Mich., is building upon its successful partnership with the Document Automation and Production Service in Mechanicsburg, Pa., to handle DLIS' increased workload for managing large-sized engineering drawings.

"Before DLIS began scanning these blueprint-sized pages, we might get one technical document that 377 DLIS catalogers might have to share," explained Deb Armstrong, DLIS Central Data Library team lead. "Obviously there would be delays and you had to worry about documents getting lost."

A recent change in DLIS business practices required the Central Data Library to scan and manage thousands of Air Force provisioning documents. Stepping up to the challenge, DAPS provided a second large document scanner and staffing to accomplish the extra work. The agreement provides for reimbursement by DLIS for the equipment and services provided by DAPS.

The arrangement between DLIS and DAPS began two years ago when

the Central Data Library staff started looking for a more appropriate scanner for large documents. The four smaller scanners they had previously used for sharing letter-sized documents were obviously incapable of dealing with much larger papers. It was then that Armstrong said they turned to DAPS to augment the printing services they already provided to DLIS with scanning support.

The scanned documents are saved as indexed files that catalogers can easily locate through electronic searching and view at their desktop. Catalogers can zoom in on desired areas of an item and focus on the details they want. This saves time the cataloger would have normally spent looking in other repositories noted Brenda Ellis, chief of DLIS' Cataloging Procedures and Systems Interface Branch. She also explained that other data repositories only accept complete level 2 engineering drawings; and sometimes all the Central Data Library would receive was a fax, vendor catalog page or a drawing that was incomplete or not fully legible.

The new process works so well that DLIS is negotiating with DAPS about expanding their agreement to

electronically archive hard-copy vendor catalogs. The partnership between DLIS and DAPS enables two areas of the Defense Logistics Agency to combine their unique talents to support each other for better support of the DLA mission.

"DAPS has gained considerable expertise helping other DoD activities convert their paper documents into digital databases," notes Leonard Xavier, the director of the DAPS Great Lakes, Illinois Office that oversees DAPS facilities in eight states including the one at Battle Creek, Mich. "Through the vision of Brenda Ellis and her colleagues at DLIS, we can use that expertise to benefit a sister organization within DLA."

As a DLA field activity, DLIS creates, obtains, manages and integrates data from a variety of sources. It shares this data through user-friendly products and services that support logistics operations throughout the Defense Department, other federal agencies and elements of the private sector. DLIS' expertise in cataloging and information management makes it an important contributor to electronic commerce between the U.S. government and its many suppliers. ♦

